

Law Enforcement News

Vol. XV, No. 288

A publication of John Jay College of Criminal Justice/CUNY

March 15, 1989

Auto-matic thievery

Car thieves find El Paso offers a chance at a lucrative livelihood

For El Paso police trying to stanch a dramatic increase in car thefts over the past year, the videotaped confession of a 16-year-old car thief arrested in Mexico shows just what they're up against.

Demonstrating the tricks of his trade for the Chihuahua State Judicial Police in an impoundment lot, a young thief named Roberto was able to get into a Volkswagen Jetta and a Chevrolet Suburban in a matter of seconds, using only a screwdriver and Vise-Grip pliers.

Roberto told Mexican authorities getting away with car theft was easy. "The cops in El Paso don't check anybody," he charged. "Even when I have stolen vehicles, sometimes they stop me and then let me go."

Roberto isn't working alone. Car thefts in El Paso went up an astonishing 80 percent in 1988 — from 2,700 stolen in 1987 to 5,000 stolen last year.

"They're stealing them right and left," said Greg Smith, who installs anti-theft devices for a living. "I had my '86 Suburban stolen right out of the church parking lot."

Few Cars Recovered

Only about 35 percent of the cars stolen in El Paso are recovered. In Dallas, Houston and San Antonio, however, recovery rates range from 70 percent to 95 percent, according to the Dallas Times Herald.

That leads police to believe that once the cars are stolen they vanish into the black market in Ciudad Juarez, Mexico, just over one of El Paso's international bridges.

Some 40,000 vehicles cross those bridges each day and southbound traffic is not inspected on the U.S. side. Police

Capt. Gregory Drollinger said it would be impossible to summon enough manpower to check the bridges seven days a week, 24 hours a day.

The citizens of El Paso, however, don't want to hear that. City detective David Rojas said, "They're tearing us apart. It's bad because never before in the police department have we had such [media] coverage. There's public pressure. They're screaming their heads off for us to do something."

Mexican Officials Cooperative

Rojas, who acts as a liaison between the El Paso police and Mexican police officials, said that although cooperation is good it barely makes a dent in the stolen auto trade.

Out of some 400 stolen cars taken to Juarez each month, only 50 or 60 are returned to El Paso.

To help solve the problem, the police department has created an informal task force involving the U.S. Border Patrol, city police, U. S. Customs and an assistant U.S. Attorney.

It is also relying on help from residents in an awareness campaign. Each Wednesday, officials compile figures and maps for the front page of a local newspaper citing the number and location of cars stolen during the previous week.

Some Models Targeted

Like Roberto, most of the thieves are teenagers sent by adult buyers to steal certain makes and models of American cars. Some types of cars are so popular, such as the Cougar or Thunderbird, that car rental companies have stopped using them.

"I've lost six Lincoln Town

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Round up the usual suspects:

NCIC expansion curbed

The Federal Bureau of Investigation has agreed to drop a proposal that would have altered its national crime network to allow police and other investigators to obtain information on individuals suspected — but not convicted — of crimes such as kidnapping, drug trafficking and murder.

The proposal, part of a \$40 million plan to modernize the National Crime Information Center, was quashed after it came under heavy criticism by civil libertarians.

The FBI decision was made public this month when a letter from director William S. Sessions to California Democrat Don Edwards, chairman of the House subcommittee on civil liberties, was released.

The proposal would have added to the NCIC data banks an "investigative file" on people suspected in major criminal cases.

Currently the NCIC, a computer library of information available to police throughout the country, allows police to know almost instantly whether a person being detained has been

convicted of crimes in another jurisdiction. The network also holds information on missing children, stolen property and the criminal records of those convicted of serious offenses.

The system answers about 750,000 inquiries a day. In some places, it is even accessible to officers in their patrol cars.

Under the proposal, police investigating a serious crime would have been notified when another police agency sought information through the network on one of their suspects.

Critics See Threat to Privacy

The plan came under attack, however, by such groups as Computer Professionals for Social Responsibility and the American Civil Liberties Union, in addition to Edwards, who has been a longstanding critic of the proposal.

"The files pose a threat to the privacy and civil liberties of persons included in the files and to the civil liberties of the public in general," said a report by the computer professionals group, which is active on issues of

public policy and technology.

The group's report was prepared at Edwards' request. The NCIC, Edwards said, is a "valuable law enforcement tool" but it should be limited to "public record information, like warrants and stolen car reports."

Since its inception in 1967, the NCIC has posed a debate to civil libertarians and others over issues of individual privacy. The system consists of a main computer housed at FBI headquarters, plus an array of telecommunication lines that link it to some 64,000 state, local and federal investigative authorities.

Under the tracking proposal, which was designed for the system by the Mitre Corporation in Massachusetts as part of an overall plan for updating the system, the agency would have been able to track individuals who had not been arrested but were under investigation. If the suspect arrived in New York from abroad, for example, the authority investigating the individual would have been notified when the suspect went

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Harvesting seeds of distrust:

Review board eyed in Minn.

Take a group of blacks who have migrated from such cities as Gary, Ind., and Chicago, carrying with them a deep distrust of police. Add to that a police force with many new officers from the suburbs who have little experience with minorities, and you could have a recipe for disaster. That's the problem facing the Minneapolis Police Department, which has been besieged recently by charges of racial brutality from the city's minority community.

Minneapolis police have hotly denied the charges of racial brutality that have prompted City Council members to propose two new resolutions that would allow for independent examinations of police actions. One would restore to the Minneapolis Civil Rights Commission the authority to investigate alleged civil rights abuses by police; the other proposes a new civilian review board be established.

According to council member Brian Coyle, the group wants to find a way to reinforce external review of the police without "preventing them from doing their job."

Incidents Fuel Tension
Racial tensions between the city's minority community and police have reached a boiling point the past several weeks in the wake of a drug raid that left two elderly blacks dead. Protesters in recent weeks have also focused on an incident in a downtown hotel in which police have been accused of harassing and beating several blacks.

The police, however, claim that such charges of racism have been greatly exaggerated and say that racism within the department exists, but is on the decline. "Every year there's less and less of that," one officer said.

Police say independent reviews are not needed. "At a time when crime is running rampant, we don't want our hands tied," Lance Zentzis, president of the city's Police Officers Federation, told the Minneapolis Star Tribune.

Too much scrutiny, he said, would make police timid when they need to be aggressive to fight rising violent crime.

"You don't want cops being worried about comments that are going to be made about them,"

said Sgt. Al Berryman, a member of the FOP's board of directors.

Berryman said that if the department believes officers need sensitivity training it will provide that training. Right now, however, "we don't feel we need it," he said.

Two Proposals Considered

Others in the department said they believe criticism has been exaggerated to test the department's new chief, John Laux.

Among City Council members there is strong support for the resolution calling for a study of civilian review boards. The proposal for such a study was prompted by a lack of confidence in the department's internal affairs division by minority groups, said Council member Sharon Sayles Belton.

Although a four-person police review panel is already in place, it has no enforcement power and can only make recommendations to the mayor and police chief.

Less warmly received by council members was Barbara Carlson's resolution to return the

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What They Are Saying:

"We're supposed to be a labor organization. We're turning into a heating and cooling service."

Richard B. Costello, president of the Philadelphia Fraternal Order of Police, which has provided portable heaters to precincts with failing furnaces. (3:4)

Around the Nation

Northeast

DELAWARE — Newark police can no longer sell or trade confiscated guns under a new policy that requires destruction of the weapons or their transfer to other police agencies. The action was taken after police traded \$9,000 worth of weapons to a gun store for new arms.

DISTRICT OF COLUMBIA — The City Council has approved Police Intelligence Unit admitted by order setting a mandatory five-year jail term for anyone using a gun in the commission of a crime.

U.S. Attorney Jay B. Stephens said March 1 that he will hire 30 more prosecutors to fight the rising tide of drug-related violence. Stephens' \$2-million plan calls for the creation of a 12-member unit to handle narcotics and weapons, and the establishment of an Asset Forfeiture Unit to seize property from drug dealers.

NEW YORK — Beginning April 1, convicted drunken drivers in six counties must install breath-testing equipment in their cars and pass a breath test before the cars will start. The effort is part of a two-year pilot program.

New York City police officer Robert E. Machate was shot and killed on March 3 as he and his partner struggled with two men they had tried to question. Machate was the first New York City police officer killed in the line of duty this year. He died from a single bullet that struck him in the left side, just under his bullet-proof vest.

Anthony M. Voelker was sworn in as head of the New York City Police Department's Organized Crime Control Bureau Feb. 17. Voelker, a 36-year veteran of the NYPD, had most recently been serving as the department's Chief of Personnel. He was succeeded in that post by DeForrest Taylor, 56, a 33-year police veteran who was promoted from assistant chief.

Southeast

ALABAMA — The State Bureau of Investigations is looking into the financial records of the Florence Police Department, following allegations that unearned overtime was paid, and that Chief Rick Thompson deposited city checks in his own bank account.

Glen Clark Carter last month became the state's first person to be fined for not buying tax stamps for illegal drugs, as required by law. Police arrested him

last December with five ounces of cocaine. He was fined \$48,000 for violating the tax statute.

FLORIDA — Dade County officials say they will pay \$50,000 to the Rev. Carlton Preston for raiding his home — rather than the house next door — in search of drugs. The minister said police wrongfully executed a search warrant and caused distress to his family.

SOUTH CAROLINA — Sgt. Danny C. Dye, the chief drug officer for the Berkeley County Sheriff's Department, was ordered held without bail earlier this month on a charge of selling cocaine.

TENNESSEE — The Tennessee Bureau of Investigation is in the final stages of implementing a new computer system that will link TBI offices and every district attorney's office in the state to provide access to criminal history, administrative and laboratory information. The new Tennessee Crime Information System is said to interface with all existing law enforcement computer banks in the state, including the Automated Fingerprint Identification System that went into service last fall. The TBI has also completed its weapons transition program, and all agents will now be equipped with Glock 9mm. pistols.

Midwest

ILLINOIS — The Chicago Board of Education has approved a new policy that allows the use of dogs and metal detectors to find illegal drugs or weapons in schools. The policy also spells out guidelines for inspecting student lockers, school property and student searches.

INDIANA — The state House rejected, 91-8, a proposal that would give convicted sex offenders the option of being castrated rather than serving jail time.

Indianapolis residents filed 263 complaints of police misconduct in 1988. A police spokesman said most deal with verbal, procedural and profanity problems. Ten percent of the complaints resulted in disciplinary action.

OHIO — Five retired commanders of the covert Cincinnati police Intelligence Unit admitted March 3 that the squad performed a dozen illegal wiretaps between 1968 and 1974 while spying on groups the police considered threats to society, including black militants and student radicals. In a written statement, the five former police officials added that they were unaware of any wiretaps involving judges, local politicians and

other prominent citizens.

WEST VIRGINIA — Hinton Police Chief John Plumley Jr. told a Federal judge last month that he lied to investigators in order cover up for four officers accused of beating handcuffed prisoners.

The Fraternal Order of Police in South Charleston says local police are considering a "blue flu" walkout in April to boost their demand for a 7.5-percent pay hike. Mayor Richie Robb said a walkout would be grounds for dismissal.

Plains States

IOWA — Iowa and Cedar counties have decided not to set up an area-wide enhanced 911 telephone system because of the start-up costs involved.

MINNESOTA — Prosecutors and tax officials say a two-year-old law requiring drug dealers to buy tax stamps for their illegal wares has generated \$635,000 for the state Department of Revenue. The revenue agency is said to face a backlog of cases involving tax-law violators. The law permits officials to demand the tax before a suspect is convicted.

MISSOURI — The state Senate unanimously passed a bill requiring that any money that would have been paid to a criminal for the rights to his or her story go instead into an escrow fund for the criminal's victims. Crime victims would have five years after the establishment of the escrow account to file suit for compensation. The money could also be used to pay for the criminal's defense, if he or she is indigent.

In a move designed to keep "undesirables" from being licensed to buy handguns, St. Louis County Sheriff James W. Murphy has imposed tougher guidelines for screening applicants for gun permits. Beginning in February, Murphy's office expanded its criminal records checks to include information from state and national law enforcement data banks. Murphy has also implemented a seven-day waiting period for permits, and added the requirement that permit applicants furnish two letters from "reputable" people who can vouch for the applicant's character.

MONTANA — Attorney General Marc Racicot named 35-year Highway Patrol veteran Robert J. Griffith to head the agency. Griffith, 59, succeeds Col. Robert Landon, who resigned last year after more than seven years as Superintendent.

SOUTH DAKOTA — Yankton police confiscated \$18,740 in one drug bust earlier this month — the area's largest drug cash seizure to date, according to officials. A 29-year-old man was charged with possession of marijuana and methamphetamine.

Southwest

ARIZONA — A state House committee has approved legislation calling for 250-bed additions to state prisons in Yuma, Winslow and Safford. The state Corrections Department says space will run out by summer.

Former state police officer Martin Mix, who is charged with sexual assault and kidnapping, has denied raping the woman, saying they had sex as part of a deal not to arrest her for drunken driving. Mix testified that he did not charge the state overtime for the 90 minutes he spent with the woman.

COLORADO — The state Senate has approved a bill to let first-time drunken-driving convicts drive on the job. Supporters argued that 2,700 people lose their jobs each year due to drunken driving convictions. The bill was sent on to the House.

The Boulder County Board of Health last month approved a trial program to allow intravenous drug users to exchange used needles for clean ones, in order to stem the spread of AIDS.

OKLAHOMA — In response to an appeal from Adair County Sheriff Gerald Coleman, several individuals and local businesses have donated food to help feed county inmates. Coleman, whose department is facing a budget crunch, said after the donations were received, "The boys have not eaten any better than they have this past week."

TEXAS — State Senator Ken Armbrister introduced a bill March 6 that would allow Texans to obtain licenses to carry concealed handguns. To be eligible for the permits under the bill, a person would have to be a Texas resident at least 21 years of age, not have been convicted of a felony, not be under felony indictment, not be a fugitive or a habitual drug user or a drunk, and not have been convicted of a misdemeanor within the preceding three years. The bill would also require applicants to complete a handgun proficiency course, including written and shooting tests.

Some Dallas retailers are complaining that a proposed city ordinance aimed at stopping the sale of stolen goods to second-hand dealers would force businesses to treat customers "like criminals." The proposed ordinance would require that merchants buying a wide variety of used property get a video recording of the seller and a photocopy of the seller's driver's license. In

addition, the property could not be resold for at least 15 days.

UTAH — Lawyers for 11 Salt Lake City police officers plan to file suit to obtain \$85,000 in back pay and a reorganization plan to ease salary inequities. One officer said he and others who were hired in 1984 make \$1,965 a month, while officers hired since then make \$2,132.

Far West

CALIFORNIA — Bans on the possession and sale of military-style, semiautomatic assault weapons have been approved in Santa Clara County, the city of Los Angeles and by the California Legislature. The new controls in Santa Clara County, enacted last month, gives residents of unincorporated areas 30 days to turn the assault weapons in or face charges. The ban in Los Angeles took effect March 1, and makes it a misdemeanor to sell or own semiautomatic rifles and carbines with a capacity of 20 bullets or more, as well as short-barrel shotguns that hold six or more shells. The ordinance bans by name the Uzi, AK-47, AKM-47, AR-15, MAC-10 and MAC-11 rifles. The statewide controls were approved in separate bills by the Assembly and state Senate. Differences between the bills must be reconciled and reapproved before being presented to Gov. George Deukmejian for his signature.

Capping a six-month battle for control of the police force, the San Francisco Police Commission has refused to order Police Chief Frank Jordan to discipline Officer Francis Achim for the Sept. 14 clubbing of a United Farm Workers leader during a protest rally.

HAWAII — Police and Federal officials say the state is fertile ground for distributors of crystal methamphetamine. Hawaii is said to be the only state where the smokable drug is prevalent.

IDAHO — Shelley Police Chief Jim Miller was killed on his 59th birthday March 2 when his car collided with a truck.

NEVADA — As part of an effort to disarm gangs, a state Senate committee has approved legislation that includes guns with drugs, drug equipment and vehicles as items subject to forfeiture.

OREGON — State Senator Jim Hill proposed March 2 that the state build a 900-bed, \$67.5-million maximum-security prison in Jackson County to house drug offenders.

Ga. agents' car use criticized

According to Georgia Bureau of Investigation Director Robbie Hamrick, there's nothing wrong with agents using official vehicles for personal errands as long as they can be reached for duty within an hour — but Georgia's attorney general doesn't see it that way.

Attorney General Michael J. Bowers wants GBI personnel to stop using the agency's cars, trucks and its motor home for vacations and personal chores.

Use of the bureau's cars has become an issue because of a lawsuit brought by former GBI agent Don Golden, who was fired in April 1986. Golden allegedly

had been drinking on duty and his GBI-assigned pick-up truck was involved in an accident.

Golden has sued in DeKalb County Superior Court for reinstatement of his job and in federal court for alleged civil rights violations. Part of his defense strategy turns on whether using GBI vehicles for personal use was in keeping with agency custom.

Depositions from bureau supervisors show that state vehicles were used for deer hunting, a rafting trip and other personal trips. Golden is the only agent who has been disciplined for personal use of a GBI vehicle,

Hamrick's deposition said.

Hamrick pointed out that GBI agents are on call 24 hours a day and are often called in on their own time. Each of the bureau's 250 special agents is assigned a vehicle full time.

Bowers, however, said using state vehicles for personal reasons is "out of the question." He said, "It's certainly misusing government property." Any use of state vehicles by government employees, said Bowers, "other than for official business is something you're not supposed to do."

Hamrick, however, stated that
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Police agencies suffer infrastructure woes

Phila. cops heated up over ice-cold offices

Some days you need a pair of shorts and a T-shirt to work and on others you need long johns, charge police at several Philadelphia precincts where the heating and cooling systems have been on the fritz for four years.

"It's horrible situation," said Police Commissioner Willie L. Williams. "I don't think any other organization, except police officers, would do that — take heaters, put on sweaters, stay in there and do the job."

The heaters are being provided by the Fraternal Order of Police. The FOP has purchased 88 portable heaters at a cost of \$70 apiece for cold offices — even though the move violates the union's stance that officers should never provide their own supplies or equipment.

"We're supposed to be a labor organization," said union president Richard B. Costello. "We're turning into a heating and cooling service. It's a disgrace we have to do this, but we can't just abandon our people out there," he told the Philadelphia Inquirer.

Williams said he is lobbying to win city money for repairs. He will appear before the City Council April 14 to plead the department's case for repairs to be
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Police garage in Denver imperiled by rotting roof

Mechanics at the Denver Police Department's service center fear that with the build-up of auto exhaust and the ceiling's falling plaster, the facility's roof will one day cave in, break a gas line under the floor and start a vicious fire.

"There are 20,000 gallons of gasoline [in tanks] on the corner," said Jim Koop, the service center supervisor.

With a crumbling ceiling supported by six rotting beams, the service center "has to be the worst building the city's got," Koop told the Denver Post.

Half the structure was closed off about five years ago when building inspectors found that the wooden roof supports were aplit. That measure, however, has not kept the mechanics out of danger. "We could get a couple of feet of snow and the roof would collapse," Koop said.

Denver safety officials tried to move the center, which performs minor maintenance and repairs on police vehicles, to a proposed new building, but the plan was axed from a pending bond issue.

Although bond issue planners are seeking alternative financing to try to save the complex, which the city rents for \$60,000 a year, officials seem to be moving in the direction of contracting with
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Federal File

A roundup of criminal justice-related activities at the Federal level.

★ U.S. Customs Service

Acting on complaints from boat owners and an order from Congress, the Customs Service, along with the Coast Guard, will relax its "zero-tolerance" policy of immediately seizing fishing boats on which a small amount of illegal drugs is found. Under the revised rules, which will apply only to commercial fishing vessels but may be expanded to include other craft, Customs or Coast Guard personnel would merely issue a summons to a fishing boat if a "personal-use" amount of drugs is found while the ship is engaged in fishing or en route to or from a fishing trip. Personal-use amounts are generally defined as less than one gram of heroin or cocaine or one ounce of marijuana.

★ U.S. Secret Service

Secret Service director John R. Simpson told a Senate appropriations subcommittee March 3 that he is having difficulty hiring and retaining agents because of an inability to compete with salaries offered elsewhere. "We're offering \$18,000 to incoming agents," said Simpson. "The Los Angeles Police Department is starting in the vicinity of \$33,000." The recruiting problems are particularly acute when it comes to members of minority groups, Simpson said. *[Editor's Note: See "Burden's Beat," page 5 of this issue.]*

★ Office of National Drug Control Policy

The nation's new drug czar, William J. Bennett, said March 13 that he plans to pour resources into the District of Columbia to make it a "test case" in the war on drugs. "In Washington, you've got a situation that's a crisis," Bennett told reporters shortly after he was sworn in. "It calls for action. It's as bad as it can get." Bennett said he would declare Washington a major drug trafficking area and develop a plan within two to three weeks for redirecting Federal resources to the district. He also indicated that he was considering asking for military personnel to be dispatched to the city.

★ Department of Health and Human Services

Dr. Louis W. Sullivan, the Secretary of Health and Human Services, has endorsed programs for exchanging hypodermic needles to help stem the spread of the AIDS virus by drug addicts who share contaminated needles. Sullivan said he did not favor a Federal needle-swapping program because of the controversy surrounding the issue. The decision to set up such programs should be made locally, he said, with the Federal Government offering encouragement and financing to support the efforts. "I don't subscribe to the view



that it condones drug abuse," Sullivan said.

★ Department of Housing and Urban Development

HUD Secretary Jack Kemp vowed March 7 to crack down on drug dealers and abusers in public housing projects, saying he would seek to deny them access to public housing and to evict those who were already tenants. Under antidrug legislation approved last year, the Federal Government has the right to evict tenants whose apartments were used to manufacture or distribute drugs. Kemp said he hoped to set aside up to \$50 million to fight drug trafficking in public housing projects.

★ Drug Enforcement Administration

Everett Hatcher, an unarmed undercover agent of the DEA, was shot and killed during a rendezvous with an alleged cocaine dealer in a deserted section of Staten Island, N.Y., on Feb. 28. Hatcher, whose funeral March 4 was attended by thousands of drug agents and police officers from as far away as Canada, was found dead in his car not long after losing radio contact with his backup team. He had been shot four times in the head and shoulder. A nationwide manhunt is still underway for the prime suspect in the killing, Costabile (Gus) Farace, a 28-year-old parolee killer and reputed low-level associate of organized crime factions on Staten Island.

★ State Department

Political and economic instability in drug-producing countries contributed to sharp increases in the global production of coca, marijuana, opium and hashish, the State Department reported March 1. From 1987 to 1988, the report said, the production of coca increased 7.2 percent in the four coca-producing countries, Bolivia, Colombia, Peru and Ecuador. During the same period, marijuana crops increased by 22 percent worldwide, opium crops by 15 percent, and the hashish crop by 11 percent. Six countries were certified by the State Department to be not "fully cooperating" in drug-reduction efforts: Iran, Afghanistan, Laos, Burma, Syria and Panama.

★ Food and Drug Administration/ National Institute on Drug Abuse

The two Federal health agencies have proposed a major liberalization in the availability of methadone to heroin addicts seeking treatment, as part of an effort to slow the spread of the AIDS virus among intravenous drug abusers. Officials recommended that methadone be made available to thousands of heroin addicts on long waiting lists for drug-treatment programs. Current rules permit the dispensing of methadone only as part a comprehensive treatment program.

Columbus anti-crack war is rated a draw by police

In the war on crack, just breaking even takes a lot of work — as the Columbus, Ohio, police agency has discovered. In some 205 crack raids since Jan. 1, 1989, Columbus police have arrested 507 people and confiscated \$206,000 in cash and \$826,000 worth of crack. Even so, they say they're not gaining any ground.

Capt. Frank Phillips, narcotics bureau commander, said, "Since probably last June or July [when the city's crack task force took to the streets], I don't think it has gone up any." The department, he told the Columbus Dispatch, is holding its own. "We're not going to eradicate crack houses, but we don't want any organizations to get entrenched."

There are as many as 100 crack houses operating at any given time in Columbus, said Lieut. John L. Tilley. Police raid between three and 10 houses a week.

In addition to the crack and cash they've confiscated, police have seized 162 firearms, including the .25-caliber handgun that 16-year-old Russell Price aimed at narcotics officer David R. Wood in February.

Police say Price aimed the gun at Wood during a raid. Wood shot the youth three times in the chest, killing him. Price was the first person killed by Columbus police in a crack raid.

Since the fall of 1987, two large organizations — one from Detroit and the other from Jamaica — have moved in to complicate matters for police.

The out-of-town organizations have brought with them sophisticated cash collection systems, security and marketing techniques. There have been "sales" on crack from the Detroit contingent.

Phillips said the department's efforts have meant no organization has been able to corner the market, thus creating drug kingpins. The police, he said, are still the main concern of crack dealers, not other crack gangs.

According to Sgt. Michael Manley, who runs the police crack task force, the department's strategy calls for putting as much effort into harassing drug dealers in an effort to produce instability as it does toward putting them in prison.

People and Places

Old habits die hard

Although it has been a while since Capt. Joseph Stelma and Chief Roy D. Horne of the Jacksonville-Duval County, Fla., police had chased perpetrators, they knew they were onto something when they saw a man fleeing a gas station with a wad of cash in his hand.

"Being policemen," said Stelma, an 18-year veteran of the Jacksonville department.

"We knew right away that we probably had an armed robbery."

The officials had been eating lunch nearby when they saw the suspect jump into a car near the station. The two then chased the suspect's vehicle for about three blocks, pulled it over and arrested the two men inside. "We were right on their bumper," said Horne, a veteran of 38 years with the agency.

Before pulling over, the suspects threw the money out of the car. Horne, however, managed to gather most of it up.

Run for your life

Instead of betting on the state lottery, Los Angeles Police Chief Darryl Gates suggested to par-

ticipants in last month's Republican State Convention that they put their money down on which convicts could survive an escape route that took them through a minefield.

Gates' plan, to have criminals incarcerated in abandoned Army base buildings with land mines placed between the barbed wire fences, is just one of many novel approaches to crime-fighting the 40-year veteran of the department has proposed in the past.

Gates, who is considering a run for the governor's seat in next year's election, said crime would be the major theme of his campaign. But because his police commission has criticized his foray into politics, Gates said he would keep mum on all non-crime-related issues, such as

abortion, until after he declares his candidacy.

Gates dismissed claims that high-level Republicans would like to see their favorite candidate for governor, Sen. Pete Wilson, have a clear field. Although Wilson would be a "good governor," Gates said, he believes he could do a better job.

Fresh faces

If April is the cruelest month, then the Irish police community will tell you that March is certainly the most surprising.

Not only did March bring the appointment of Ireland's first female superintendent, but police authorities on the Emerald Isle also made an unexpected move by naming a senior police official of the London Metropolitan Police as the next chief constable of the Royal Ulster Constabulary in Northern Ireland.

The post, said to be one of the toughest in Western Europe, was given to Hugh Annesley, assistant commissioner in charge of specialist operations. Although Annesley had not been pegged for the job by observers, he has worked closely with the RUC for the past two years in his role as head of the anti-terrorism squad.

Annesley, who was born in Dublin, gained prominence this year when he investigated the

crash of a Pan Am jet over Lockerbie, Scotland, and headed up the hunt for two Irish Republican Army suspects who fled a Clapham apartment leaving behind explosives and weapons.

Phyllis Nolan this month became Ireland's first ever female police superintendent.

Nolan, 49, said that the lack of women in senior posts was due to the ban on married women in the civil service that was not lifted until 1976.

There are currently 400 women among the 11,000 eligible for promotion. As for whether Nolan will become Ireland's first female police commissioner, she said she is taking it "one step at a time."

The Chinese sheriff with the cowboy hat

In 1975, when Harry Lee ran for Sheriff of Jefferson Parish just outside of New Orleans, the political support he expected did not materialize. Withdrawing from the race, he took an appointment as Parish Attorney. Four years later, he resigned the post and again ran for Sheriff. "But I didn't have a Chinaman's chance to win," he recalled.

By the time Harry ran for office, Chinese American voters were far more sophisticated than in the past, but they were (and are still) under-represented in elected offices. According to Harry, "Chinese Americans may have respect for government, but they don't participate in it much."

The number of Chinese Americans in Jefferson Parish is insignificant. As in other parts of the country, they are an incohesive mix of American-born Chinese and immigrants from Taiwan, China, and Hong Kong. Harry claims that being of Chinese ancestry has helped rather than hurt his career in the predominantly white, middle-class parish. "If I'm one of 50 people at a party, the other 49 will remember a big Chinaman was there." Indeed, the greatest hurdle he had to overcome in his campaign for Sheriff was his lack of recognition by the general electorate.

What finally gave him the recognition he needed was a commercial that showed Harry in cowboy boots, Western shirt, jeans and a cowboy hat, walking on a levee with his wife and daughter. Within two days, he was a celebrity. "How many six-foot-tall, 260-pound Chinamen do they have around who wear a cowboy hat?" he laughed. "Everywhere I'd go people would come up and ask me where my hat was. It got to be a part of me."

The image of Harry as a



Sheriff Lee (center, with microphone) sings along with the Hank Williams Original Drifting Cowboys Band, as part of a benefit he organized for the New Orleans Summer Pops. The country-western concert raised \$25,000 in one night.

Courtesy Harry Lee

Chinese cowboy won him the election against a 16-year incumbent. Harry controls a staff of 1,300 and a budget of \$30 million. "It's basically a lot of administrative work, organization, public relations, and fund-raising," he explained. One of the first major changes Harry made after his election was to make himself more accessible to his employees and the public than his predecessor had been. He takes an active role in investigations, and, in order to keep in touch with what is going on at a grass-roots level, he makes time to cruise the Parish in a police car "with a few of the guys" and to have coffee and doughnuts with a couple of deputies around 11 every night.

This means putting in 12-to 16-hour days "not out of necessity but because I love the work. I'm an overachiever," he said. "I always want to be doing something."

An affable, outgoing man, he expresses genuine interest in and concern for the "little guy." When a fire on Dec. 24, 1983, burned out 16 low-

income families, Harry galvanized the Sheriff's Department into action, arranging hotel accommodations, emergency supplies, and Christmas dinner.

The day after Christmas, he and his deputies took the 58 fire victims shopping, buying each person a jacket or coat, shoes, socks, underwear, pants or skirts, and shirts or blouses. Five thousand dollars of the \$8,000 bill was covered in donations, and Harry personally paid the balance. Yet, according to a radio broadcast, "[Lee] shuns personal credit for any of this. 'These people needed help,' he said, 'so it was just a good community effort.'"

For Harry, who can make a party out of what other people consider work, public appearances — even four or five in a row — are no chore. "I like people," he said simply, "and people enjoy seeing me and being with me."

Certainly they liked Harry well enough to re-elect him in 1984. But a third term seemed in jeopardy after his announcement in December 1986 that

blacks in mostly white neighborhoods would be stopped and questioned. Acknowledging that singling out blacks was a harsh policy, he claimed such a measure was necessary in order to stop the rash of crimes in which robbers were following Christmas shoppers to their homes and mugging them in their driveways. He also presented statistics indicating that 79 percent of the robberies in the previous month had been committed by blacks.

His order to stop blacks without probable cause was a violation of civil rights, and it touched off a firestorm of protests and demands for his resignation that did not cease when he revoked the order the following day.

With a constituency that is 12 percent black and 85 percent white, there were inevitably some residents of the Parish who called him a hero. To Harry, this praise was more disturbing than the criticism. "It distresses me greatly that I have been characterized as a bigot and racist because I know in my heart how it feels to be treated differently."

He reminded the public of his civil rights record. Shortly after becoming Sheriff, he had ordered the Junior Deputy camps integrated. And during his tenure, he has increased the number of black employees appreciably and terminated white officers for drawing their weapons on black citizens.

Successfully riding out the furor, Harry was re-elected in 1987. "I want to be around another 20 years," he said. "I can do a lot of good things here."

Excerpted with permission from "Chinese American Portraits: Personal Histories 1828-1988" by Ruthanne Lum McCunn (Chronicle Books, San Francisco, 1988; \$16.95).

Law Enforcement News

Founded 1976

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Publisher

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Law Enforcement News is published twice monthly (once monthly during July and August) by LEN Inc. and John Jay College of Criminal Justice, 899 Tenth Avenue, New York, NY 10019. Telephone: (212) 237-8442. Subscription rates: \$18 per year (12 issues). Advertising rates available on request. Requests for permission to reprint any portion of Law Enforcement News should be addressed to Marie Simonetti Rosen, Associate Publisher. LEN is indexed by and available on microfilm from University Microfilms International. ISSN: 0364-1724.

This publication
is available in microform.

University Microfilms International

300 North Zeeb Road
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Ann Arbor, MI 48106
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Federal panel sizes up pay inequities

One of the little-noticed provisions of the 1988 Anti-Drug Abuse Act has nothing to do with the drug battle but a lot to do with



Burden's Beat

Ordway P. Burden

compensation of Federal law enforcement personnel. The provision created a study commission to consider the salaries and benefits of Federal agents and recommend legislation to get rid of glaring inequities.

Once upon a time, not too many years ago, a career move from a state or local law enforcement agency into the Federal service was seen as a step up. Not any more. Today a well-qualified beginner with a college degree working in agencies like the Drug Enforcement Administration, the Bureau of Alcohol, Tobacco and Firearms or the Customs Service may draw a starting salary of \$15,738, the bottom rung on the

grading system used for Federal officers. The same employee starting in some big-city police departments would draw twice as much. After three years of service, our hypothetical Federal agent still wouldn't have reached the pay scale of the rookie patrolman.

It comes down to the fact that the pay of Federal personnel has slipped far back in relation to state and local levels, particularly for the early years of a law enforcement career. The 23-member National Advisory Commission on Law Enforcement created in the drug bill will tackle the problem, along with such related issues as comparability of pay within the Federal services, cost-of-living differences around the country, and overtime and pension provisions for Federal officers. The commission's work can be expected to affect pay and benefits for some 26,000 agents in the FBI, DEA, ATF, Marshals and Customs Services, the Border Patrol and a host of smaller agencies, plus 20,000 or so people in support jobs.

One of the commissioners is Ernest J. Alexander, president of the Federal Criminal Investigators Association and a colleague of mine on the National Law Enforcement Council. He observed that while the commission will be addressing several issues, its main thrust will be the question of comparability with state and local officers. As an example of the problem, Alexander said: "I remember a few years ago when a local police officer in Brownsville, Tex. — and they don't pay police a big salary in Brownsville — took a job with Alcohol, Tobacco and Firearms in Los Angeles as a GS-5 — the lowest grade. He lasted seven months, then he quit and said, 'No, thank you.' The Federal Government spent a lot of money training this gentleman to give him the basic tools he needed as a Federal agent. All the thousands they spent went down the drain because he's back on the Brownsville Police Department, making more money, and his cost of living isn't so high as it was in Los Angeles."

The cost-of-living issue will be high on the commission's agenda

because Federal agents with the same seniority and qualifications are paid the same regardless of where they live. The upshot is that a Federal officer in, say, San Antonio — where Alexander is an aviation group supervisor for the Customs Service — is reluctant to transfer to such cities as Los Angeles, San Diego, Washington or Boston, even if it means a step up in grade.

"If an agent wants to move from San Antonio to Washington and ascend the ladder of success within the Customs Service," said Alexander, "he would put his family in financial hardship. His housing costs would go up 50 percent, and his taxes would go through the roof. Even if he went up a full grade, he would generally wind up losing money." As a result, Alexander continued, "they don't move and it narrows the selection pool of available people for promotion. You're not going to get the pick of the crop because you're narrowing the field."

Overtime pay for Federal agents is also a sore point which the commission will address. Most agents are paid for overtime — not at time-and-a-half like most state and local police, but at a lower rate than their pay for the basic 40 hours a week. Virtually all of them can expect considerable overtime — as Alexander put it, "If a Federal agent doesn't work more than 10 hours a week overtime, he's not doing his job." Also on the commission's agenda is the retirement age and benefits for Federal officers.

The National Advisory Com-

mission on Law Enforcement is still under time constraints because the enabling legislation calls for the commission to make a report and recommendations within six months of its creation. That means the nominal deadline is April, which, in this corner, looks like a sticky wicket even though Alexander said the commission's staff is doing an excellent job of pulling data together.

Incidentally, the commission welcomes input from law enforcement associations with an interest in Federal compensation issues. Statements can be sent to the commission's staff director, Drew Valentine, in care of GAO, 441 G Street N.W., Room 7476, Washington, DC 20548. His phone number is (202) 275-1267.

The commission's chairman is Comptroller General Charles A. Bowsher. Its membership includes Attorney General Dick Thornburgh, FBI Director William S. Sessions, DEA Administrator John C. Lawn, eight members of Congress and three Inspector General. Representing frontline Federal officers are Ernie Alexander, Robert Van Etten of the Federal Law Enforcement Officers Association, and John Sturdivant of the American Federation of Government Employees.

Ordway P. Burden is president of the Law Enforcement Assistance Foundation and chairman of the National Law Enforcement Council. He welcomes correspondence to his office at 651 Colonial Blvd., Washington Township, NJ 07675.

Drug-based therapy may help coke users, but researchers are less sure about crack

Recent research has uncovered evidence that anti-depressant drugs can give recovering cocaine addicts relief during the initial period of abstinence. But researchers fear that the new therapy may not be as successful when applied to those addicts who use crack, the drug's smokable and highly addictive form.

The drugs, which are used to treat such ailments as Parkinson's disease, epilepsy and depression, are the first indication that medication can be successful in treating the overwhelming urges cocaine users experience when first trying to stay clean.

"We don't believe that you can cure a drug problem with a drug," Charles O'Brien, a psychiatrist at the University of Pennsylvania who studies cocaine abuse told The New York Times. "But talk therapy and deconditioning therapy by themselves are not enough."

Studies show that anti-depressants, such as desipramine, not only help the recovering addict overcome cravings but actually blunt the pleasurable effect of the drug.

Another drug that researchers are experimenting with is bromocriptine, which is used to treat Parkinson's disease. Cocaine addicts often have the same jerky movements as Parkinson's disease victims, O'Brien said.

Sertraline, which has been found to reduce the cravings of addicts in small studies done in Europe, is another drug O'Brien said he and others plan to test.

Sertraline enhances the neurotransmitter serotonin, which is found to be deranged in drug abusers.

Researchers caution, however, that no drug for cocaine addicts has been found that blocks the drug's action on the brain the way methadone does heroin.

In addition, not all of the testing has been done using a control group, so further testing is required.

User Profile Changing

According to figures from the National Institute on Drug Abuse in Rockville, Md., an estimated two million to three million Americans abuse cocaine. Those figures account for addicts, not those who have used the drug once or twice.

"There has been a major decrease in use among the affluent and educated and a substantial increase in use by the young, poor and uneducated," said Herbert Kleber of Yale University. Kleber estimates that some 40 percent of cocaine users smoke crack.

Anti-depressant drug therapy has been more effective with addicts who snort cocaine than those who use crack, said O'Brien. In addition, the therapy is ineffective on those crack addicts taking methadone. As many as 30 percent of those using heroin also use cocaine, Kleber said.

According to research by Kleber and colleague Frank H. Gawin, who together pioneered the treatment in 1984, more than half of those addicts given the anti-depressant desipramine in

an experiment involving 72 cocaine abusers remained abstinent for six weeks.

Of the other addicts in the experiments, who received either lithium, a drug used to control mania which blocks the effect of cocaine in animals, or a placebo, only one-fifth remained clean for that period.

Some Effects Blunted

In a separate study conducted by Marian W. Fischman and Richard W. Foltin of Johns Hopkins University Medical School, desipramine was tested on seven volunteers who used cocaine intravenously and were not trying to stop. After taking desipramine, which seems to relieve some of the worst symptoms of withdrawal such as lack of energy and an inability to feel pleasure, they administered cocaine to themselves in the lab.

Said Fischman: "Desipramine disrupted the effects of cocaine. The arousal, increased positive mood and friendliness appeared to be blunted." Other effects, such as anger and confusion, seemed to be exaggerated. Despite the distorted effects, Fischman said, addicts continued to use cocaine.

A drug similar to desipramine has been tested by a researcher from Columbia University and the New York State Psychiatric Institute.

Edward Nunes found that when using the drug imipramine, only 15 to 20 percent of crack users stayed clean for three months, compared to nearly 50 percent for addicts who snorted

Continued on Page 15

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Skinhead groups are new racist vanguard

Skinheads are quickly becoming the new "front-line soldiers" for such white supremacist organizations as the Ku Klux Klan, warned the Southern Poverty Law Center's Klanwatch group in its annual report released last month.

"Not since the height of Klan activity during the civil rights era has there been a white supremacist group so obsessed with violence or so reckless in its disregard for the law," the report said.

The report said skinheads, groups of neo-Nazi youths known for their close-cropped hair, have been linked to murders in San Jose, Calif.; Reno, Nev.; Portland, Ore.; and Las Vegas. They also were responsible for two-thirds of all racial assaults documented by Klanwatch in 1988.

The report also charged skinheads with involvement in such crimes as church burnings, vandalism of synagogues and beatings.

Skinheads Being Recruited

Although most skinhead gangs are loosely knit affiliations of teenagers, they are now being organized into national networks by such older white supremacist leaders as Tom Metzger of the Aryan White Resistance and Richard Butler of the Aryan Nations, according to Pat Clark, Klanwatch director.

A similar charge was made by the Anti-Defamation League of the B'nai B'rith last October. It found that some 2,500 skinheads lived in 21 states — a rise from the 1,500 counted the previous February. A precise estimate is difficult, however, reported the

New York Times, because of the amorphous nature of the groups.

"There was little good news during 1988 for those who monitor white supremacist activity," the Klanwatch report said. Organized racists, it said, received some "monumental court victories," in addition to some unexpectedly successful rallies.

The report cited an Arkansas jury's acquittal of 13 white supremacist leaders on seditious conspiracy charges as an example of court decisions favorable to supremacist groups.

Reports of Violence

The report also called skinheads "the most indiscriminately violent group of white supremacists in decades."

It said that four skinhead

gangs operating out of Portland, Ore., have been held responsible by police for at least 40 serious crimes, including the murder of an Ethiopian man who was beaten to death with a baseball bat.

Most attacks by the youths are on blacks, Asians, Hispanics and homosexuals. An increase in anti-Semitic activity has also been partially attributed to these groups. Of the "hate crimes" reported to Klanwatch last year, 56 percent were against blacks and 27 percent were against Jews.

The group's fears about increased racist activities are backed up by several incidents involving supremacist groups such as the Klan and the Aryan Resistance Movement in the past two months. In Meridian, Miss., police and the NAACP asked

residents to ignore Klan marches planned nearby, and in Ardmore, Okla., city officials began looking into legal means to bar KKK gatherings after opponents became agitated when 15 Klansmen tried to recruit members in the city.

According to the Klanwatch report, skinheads are revitalizing the white supremacist movement. By bringing in young people, it said, the older organizations are getting a more contemporary image. Several groups, such as the Aryan Nations, have gone out of their way to recruit teenagers. Later this year a nationwide gathering of skinheads will be sponsored by Butler's group.

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Record haul in LA money laundry

It seems that diamonds were not the only goods being exchanged by the 33 Los Angeles jewelers and their associates indicated this month on charges of laundering cocaine profits.

The jewelers were arrested Feb. 22 when hundreds of police from various agencies raided the Jewelry Mart, the city's fastest-growing jewelry center. Police made more than 30 arrests and seized 640 pounds of cocaine in what authorities are calling the biggest money-laundering ring broken to date by the Government.

Federal authorities hope to collect about \$80 million in forfeited assets — including a 10-story downtown building — from those arrested. That would exceed by \$60.6 million all the money and property collected by the U.S. Attorney's office in asset forfeiture during all of 1988, according to U.S. Attorney Robert Bonner.

So far the government has seized \$6.7 million in cash in Los Angeles and New York, \$7 million from bank accounts in the two cities, gold bars worth \$12 million from a refining company in Hollywood, Fla., and \$30 million in gold and jewelry from 13 stores in the Jewelry Mart, according to the Los Angeles Times.

Among the property being sought by the government is the Jewel Theatre Building, a 10-story building worth about \$17 million. According to a source close to the investigation, one of the suspected kingpins of the ring, Wanis Koyomejian, has a \$7-million in-

terest in the property.

Koyomejian, who owns three of the eight parcels the government hopes to seize, is the owner of Ropex Corp., which has offices in New York and Houston as well as in the Jewelry Mart.

The investigators claim that other masterminds in the scheme include Nazareth Andonian and his brother Vahe, who operate Andonian Brothers Inc.

According to investigators, the jewelers collected money from drug distributors who sold Colombian cocaine. The money was packed in cartons like bricks and arrived at Jewelry Mart in armored cars from a web of connections in Los Angeles, Houston and New York. The jewelers then allegedly deposited the money into bank accounts and later transferred it to banks in New York, Panama and Uruguay.

The grand jury indictments say that between them Koyomejian and the Andonian brothers laundered about \$500 million. Once laundered, the money allegedly was returned to Colombia, where it was used by drug merchants to finance more shipments to the U.S.

Those indicted could face up to life imprisonment for aiding and abetting narcotics trafficking. Lesser charges of money laundering could mean a jail term of up to 20 years and fines of \$25 million.

In order to keep the \$80 million in assets it plans to seize, the federal government must prove that the assets are the proceeds of laundering the drug money.

Ga. cops' use of agency cars criticized

Continued from Page 3

as long as an agent can be reached for duty within an hour there is nothing wrong with using the assigned vehicle for shopping, hunting or anything else.

Supervisors Implicated

Interviews with current and former GBI agents conducted by the Atlanta Journal and Constitution indicate that supervisory-level personnel used state vehicles to go on such major trips as the Masters golf tournament in Augusta and vacations in Florida.

Most of the abuse, charged one former agent, was carried out by supervisory-level personnel: "They are the ones who can get away with it."

"There's a huge amount of abuse," said a former mid-level GBI official. "We traditionally used the automobiles for personal business and we did it with management's knowledge. It was the custom."

In addition to Hamrick, Deputy Director Paul Carter, Inspector Jimmy Davis and Special Agent William J. Malueg, gave depositions.

Malueg, who heads up the

agency's drug enforcement unit in the Gainesville area, acknowledged that he had taken GBI vehicles for both deer hunting and rafting in Tennessee.

The rafting trip was a recreational trip for office personnel only, Malueg said. "It was a matter of camaraderie and a morale booster," said Malueg.

Hamrick, though, said that when he heard that vehicles had been taken out of state he immediately ordered that GBI vehicles be taken out of state only on official business.

According to the deposition of Deputy Director Carter, he used the agency's Mercedes-Benz — confiscated in a drug raid — only when he was "available for duty."

A former girlfriend of Carter's, however, is expected to testify that she dated him in the vehicle.

One official suggested that the agency's policy regarding vehicles was in part compensation for the bureau's lack of overtime pay. While starting salary for the CBI is \$20,628 a year with no overtime, the starting salary for a new Atlanta police officer is \$21,000 plus overtime benefits.



Bush jacket

President Bush gets a helping hand from Robert Stutman, head of the New York office of the Drug Enforcement Administration, as he dons a DEA special agent jacket following a talk with drug enforcement officers in New York March 9. Bush flew to New York to pay tribute to a DEA agent killed in the line of duty (see "Federal File," page 3).

Wide World Photo

Big tips equals good pay:

Crime Stoppers on the air in Pitt

After some wrangling on the part of local Pittsburgh television stations, the Crime Stoppers Inc. program — just one of some 800 such shows worldwide — made its debut this month.

The program, which will be shown exclusively on KDKA-TV, seeks information from home viewers about unsolved felonies. Viewers will be shown a reenactment of the crime and then asked to call in tips to a hotline. Informants will be given double-coded numbers to link them to a specific case but ensure anonymity. If the tip leads to an arrest, the informant could collect a reward of up to \$1,000.

The first case presented on the show was the unsolved murder of Lynnice Duncan, a 28-year-old

woman who was found strangled last April. Her body was discovered by her roommate in a second-floor bedroom.

Pittsburgh Crime Stoppers is modeled after similar national programs, the most famous of which is perhaps "America's Most Wanted." The Pittsburgh-based program has been in the planning stages for more than a year.

"Crime Stoppers has shown itself to be a very effective tool for law enforcement throughout the country," said city police Sgt. Michael F. Brown, who serves as the program's coordinator. "I'm hoping it will be just as effective here," he told the Pittsburgh Post-Gazette.

Although three local stations

originally were approached about airing the show, KDKA eventually was given exclusive rights. The station's news director, Sue McInerney, said, "Because of the time and commitment we would be giving to it, I decided I wanted exclusivity."

The other television stations, however, were a bit taken aback.

"We really think the community would have been better served if it had been done on a non-exclusive basis," said Joe Rovito, WATE news director.

Since the program began in 1976, Crime Stoppers International reports that nearly 200,000 cases have been solved and more than \$1 billion in narcotics and stolen goods have been recovered worldwide.

Phila. cops try to warm up to cold offices

Continued from Page 3

covered by the city's capital budget.

But Williams said shrinking city revenues and increasing demands mean he can't make any promises.

"As a captain, I took a heater into the district myself a couple of times," he said. "We're almost like soldiers. We're there to do a job and we do it."

The precincts that have been most affected are the First Police District in South Philadelphia and the Ninth Police District on 20th Street and Pennsylvania. Two buildings already have been deemed too cold for prisoners, and the city is in the process of transferring prisoners to warmer facilities. But police still work in those buildings.

While the FOP's heaters have helped, police said, they have also resulted in blown electrical

circuits, leaving police temporarily without lights or typewriters.

The deteriorating facilities, which have been documented by the city controller's office and various watchdog groups, have been the focus of complaints by

the FOP for years.

"Our facilities are not in the repair they should be. We have not received the funding that I feel we should to address the facilities issue. I fight every day for that," he said.

Denver garage hazard seen

Continued from Page 3

auto shops in Denver's four police districts to service the cars. The department would, however, keep one centralized facility for doing such tasks as putting snow chains on the cars.

"That looks like the way we're going to go," Manager of Safety Manuel Martinez said. "That's the most critical issue we're going to deal with and soon, probably within the next year. I'm not sure how much longer we're

going to be able to rent that facility."

Although the city's asset management office is in the process of looking for new spaces to buy or lease for the service center, nothing definite is in the works.

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Other Voices

A sampling of editorial views on criminal justice issues from the nation's newspapers.

Restrain Big Brother

"The law enforcement officials who advise the FBI on its National Crime Information Center tried to sneak one past the civil libertarians recently when they urged the bureau to add an 'investigative tracking' function to the center's computer system. That capability would have allowed police throughout the country to begin files on suspects and material witnesses in murder, kidnapping and drug-trafficking cases. Probable cause would have gone out the window in such instances, replaced by a 'reasonable indication' that an individual was a suspect. Reasonable indication is not a sufficient threshold for opening a national criminal justice file on anyone. And thanks to Rep. Don Edwards, it won't be, at least not in the near future. Edwards, chairman of the House Subcommittee on Civil and Constitutional Rights, used Congress' power of the purse to persuade FBI Director William Sessions to drop the investigative tracking proposal. The national privacy act passed in 1974, which sought to limit the Federal Government's ability to mix and match its myriad data bases, has been whittled away. Proponents of privacy are left to fight a kind of rear-guard action, crafting Band-Aid legislation to support threatened protections. Their fight lacks coordination and focus. What is needed is some central mechanism for raising concerns about data collection and its potential to invade privacy and abrogate civil liberty. The American Civil Liberties Union has proposed a rewrite of the 1974 privacy act, to close loopholes, and the creation of a Federal data-protection commission. Someone in Congress should take the baton and run with it."

— *The San Jose Mercury-News*
March 5, 1989

Reversing the drug trend

"Back-to-back reports that came out last week indicated that while young people's use of narcotics finally is on the decline, worldwide production is soaring, so that temptation can be expected to increase through greater availability. In some fashion, the message about the dangers of drugs has been getting through to young people here and they are responding. If they are going to be confronted with more readily available drugs as part of a worldwide glut, then, obviously, those educational efforts are going to have to be sustained and even stepped up. But what is encouraging is that at least they're now frightened enough to pay attention."

— *The Pittsburgh Post-Gazette*
March 9, 1989

Curfew is no answer to crime and drugs

"When Los Angeles got tired of raucous teenagers hanging out among the fast-food joints of Westwood, it took the easy way out: It passed a law to keep kids off the streets at night. Other cities from Detroit to Philadelphia and towns from Poteet, Texas, to Pittsfield, Maine, have done the same. Now Washington, D.C., wants a curfew for juveniles, too. But such curfews don't really do much to make streets quieter or safer or to protect youngsters. They just let politicians pretend they're doing something. Some people think a curfew is a quick way to protect kids from the drug crimes that are plaguing many cities. They want to lock teens in their homes. That's silly. Police should be chasing criminals, young and old, not innocent children. Public officials should be finding ways to provide teenagers with wholesome recreation. To give them good schools, and help them stay there. To make sure they can go on to college or find jobs that offer decent futures. Curfews can't replace parents. Curfews can't provide aimless, middle-class kids with something meaningful to do with their time. Curfews can't do anything for teenagers trapped in the poverty of inner cities. Legislating away the rights of an entire group because of the transgressions of a few is wrong. Disorderly teenagers, or those who snatch purses or deal drugs, should be arrested. But all shouldn't be punished for the wrongs of a few. Politicians who order teens off the streets are looking for a quick fix. They're ducking their jobs. That's a real crime."

— *USA Today*
March 7, 1989

The death penalty: only a vote away

"Poll after poll shows New Yorkers are fed up with the rise in violent crime. They want the death penalty brought back. And according to the latest head counts, 99 members of the state Assembly are prepared to override Governor Cuomo's expected veto of the latest death-penalty bill. It takes 100. The objection to capital punishment that carries the greatest weight is that an innocent person might be executed. But every conviction is wrapped in years of hearings, reviews and appeals. The likelihood of a mistake becomes so remote as to be theoretical. Why, then, should society deny itself the ultimate sanction against criminals who kill? New Yorkers are convinced the death penalty will make a difference. The cops are tired of going to one funeral after another. The current death-penalty bill is a responsible, carefully drafted answer to that belief. It would send killers of cops, of correction officers and of crime witnesses to the chair. It would send killers who torture their victims to the chair. It would send contract killers to the chair. These are people who don't give a damn for the law. Who have proven their reckless, depraved indifference to the basic values of a decent society. These are people who deserve to forfeit their lives. It's time — past time — for Albany to do what the people of New York want. Only one single vote stands in the way."

— *The New York Daily News*
March 9, 1989

Korn:

Disillusionment in the face of false antidrug messiahs

By Richard R. Korn

New York District Attorney Robert M. Morgenthau began a recent (Dec. 14, 1988) op-ed article in *The New York Times* with this indictment of his fellow citizens: "Never in 20 years of public life have I witnessed anything quite as disheartening as our feeble response to the illegal drug epidemic."

His assessment is warranted. But so, I would argue, is the feeble response. If ever apathy were appropriate as a response to a hue and cry, it is warranted now. We are less and less willing to pay for more prosecutors, more judges, more prisons and more clinics. We have grown cynical about protectors who do not protect, about cures which do not cure. And to that grand old battle-cry, "Not one cent for tribute," our silence is replying, "Not one more cent for defense either."

Our disillusionment is justified. We need to deliver ourselves from illusions; only then will we rediscover what we once knew before a false faith delivered us up to false messiahs: Those who are miserable and without hope have little of value to lose; their freedom and, often, even their lives leave them precious little to enjoy and defend. For these people the drug world has two useful things to offer: a temporary but renewable distraction from the pains of living, and a livelihood (drug dealing) which carries with it the fringe benefit of infuriating the good folks of the world who do not give a damn about them.

In contrast, those of us who do have something to defend are less likely to risk our health and liberty for something as ephemeral as drugs. We do not have to be deterred by the threat of punishment; what deters us is our enjoyment of our existence. For whom, then, is the whole brutal and costly apparatus of punishment reserved?

Astonishingly, maddeningly, it is for those who cannot profit from it because they are not stopped by it. For them the entire ritual of arrest, detention, trial and punishment is not an alternative to the drug cycle, but an integral part of it, for it reduces their already limited chances to struggle toward the more fulfilling way of life that is the only persuasive alternative.

Those who have not forgotten the disasters of Prohibition know that it failed to prevent or reduce alcohol dependency. This signal failure was, moreover, compounded by an unwanted success: the emergency of organized crime and the resulting large-scale corruption of law enforcement. As public disgust with the unintended consequences of the Noble Experiment grew, that cleansing, liberating disillusionment had to contend against an unsavory alliance. Two groups opposed repeal of Prohibition: the criminal suppliers and their sometime (but not always unwitting) accomplices, the police. The same

alliance is in place today, supported by a consensus of terrified lawmakers. Some members of this alliance are true believers; others know better. The same police officers who will privately admit that drug enforcement is not only failing but dragging their departments down will deny these facts in public. With laudable exceptions, they are too frightened or too self-serving to confront the public hysteria they helped to create.

Anticrime crusades feed on panic, and panic is traditionally dangerous to constitutional guarantees. In their desperation for "good collars," narcotics agents have broken down innocent doors and harassed the guiltless. They make unpalatable deals with informants who are themselves drug abusers. Fortunes have been paid out to arrested drug dealers who have agreed to work with the police — and more than one zealous informant has used his tax-supported earnings and his protected status to wipe out the local competition while setting himself up as a dealer.

The ironies do not end here. Our jails are bursting. While fewer and fewer citizens can afford decent housing, prison building is virtually the only construction industry that is thriving. A single steel cell now costs upwards of \$200,000, and District Attorney Morgenthau estimates that it costs up to \$50,000 a year to keep it occupied. Imagine the cost if we doubled the conviction rate. One of my students, a police sergeant who would prefer to remain anonymous, put it this way:

"The public complains that we don't make enough arrests. God help us if we really got efficient. Any real increase in our arrest rate would bust us economically."

The paradox is merciless: We cannot
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Richard R. Korn, Ph.D., is an associate professor of sociology at John Jay College of Criminal Justice in New York.

Letters

To the editor:

Your January issue of *Law Enforcement News* outdid itself! Your apology for its lateness was not necessary. The retrospective was thorough and well thought out. It was a pleasure to read.

I don't know how you and your staff manage to pull together so many interesting and worthwhile stories from all over the nation, but you have my kudos. Keep up the good work. I'm looking forward to more great issues of *Law Enforcement News*.

HENRY I. DeGENESTE
Superintendent of Police
The Port Authority of
New York and New Jersey
Jersey City, N.J.

Woe betide the Memphis police officer who violates his oath and commits some abuse of authority or act of misconduct or corruption. The man with the last word on police discipline, Police Director James E. Ivy, admits up front that he has a deserved reputation as a tough disciplinarian. Some people say he's a mean guy, but Ivy says simply in rebuttal, "I say what I mean, and I mean what I say."

Ivy's straight-talking, no-nonsense style has made a significant mark on policing — and police-community relations — in the city of Memphis in the 14 months he has been in office. And it's not as if things went from very good to excellent, or from good to better, or even from fair to good. Over the course of time, police-community relations in Memphis had degenerated to a point where community meetings were out-and-out shouting matches, where even well-intentioned civic leaders walked away disgusted because they were unable to get anything constructive accomplished. Ivy attributes the situation as much to public attitudes toward police as he does to police attitudes toward the public. Neither side bothered to learn much about the other, and in the middle was the local news media, helping to "inflamm" public opinion each time another police response appeared less than perfect.

Into this seeming lions' den walked Ivy, who had been

serving as deputy police chief in charge of the Uniform Patrol Division. This 25-year veteran cop, who is the first black officer to head the Memphis P.D., decided to ignore the ranters and ravers and compose a lengthy letter to the local newspaper, in which he outlined his vision of the future for the agency. To his shock, the letter was published, and before long, he says, people were calling to say that their prayers were with him.

Nowadays, police officers and Memphis residents are getting along fabulously, Ivy says, and the agency is on course toward a new era that was outlined in a 1989 report of goals and objectives. Crime reduction is a big part of those goals, naturally, but so too are such elusive ends as "improving police efficiency and quality of service," "developing employee potential by encouraging individual initiative and group response to problem solving," and "vigorously encouraging community involvement and support." The Memphis Police Department doesn't specifically refer to the new style as "community-oriented policing," but to those who know the concept, the only thing that's missing is the label — all of the hallmarks are in place.

Ivy, for all of his straight talk without the "candy coating," is a man who knows the value of symbolism. He is quick to point out that one very successful community meeting, which led to the creation of an antidrug

tip line, was held in a school across the street from where a particularly unsettling police incident occurred in 1983. A one-day drug conference at the Memphis Convention Center, which drew 1,500 people on a rainy Saturday, was held almost a year to the day after an incident in which a mentally ill man armed with a butcher knife was shot and killed by police. And, when it comes to symbols, Ivy is also proud to point out that he is "one of the few top police officials in any agency who wears a uniform every day." By doing so, he says, his officers perceive him as being a part of them. And community groups to whom he speaks are likewise given a graphic reminder of who's running the Police Department in Memphis these days.

Ivy, a grandfather whose professional watchword is "excellence," maintains that he is the head of one of the most progressive police agencies in the United States. If one looks at the "progress" part of being progressive, there can be few in the South — or anywhere else in this country — who could quibble with how far the Memphis Police Department has come in such a relatively short time. Ivy, who is fond of telling his officers that "we have an opportunity to be as innovative as we have a notion to be," can spot an opportunity for positive change from a mile away. In that context, the innovations that have transpired thus far would appear just a drop in the bucket of what is yet to come.

"Policing is an attitude-to-attitude situation. You just try to leave the best possible taste in a person's mouth. You have to think that but for the grace of God, the roles could be reversed."

**James E.
Ivy**

Police Director of Memphis, Tenn.

Law Enforcement News interview
by Peter C. Dodenhoff

LAW ENFORCEMENT NEWS: A recent report issued by your department, entitled "On Course Toward the Future of the Memphis Police Department," speaks in lofty terms of police power and responsibility, and about how your agency plans to win and honor the public trust. Generally speaking, how much of that is new philosophy, as opposed to recycled material, and how much of it is a direct reflection of your own personal and professional credo?

IVY: I guess to some degree it's something that has been said by the heads of other law enforcement agencies over the years. However, because of some experiences that we have undergone as an agency, and because of the lack of trust in some segments of the community, this is a part of what I said initially last year after having been named by the Mayor and approved by the City Council. We had had some events occur that had caused an already distrusting community to become a little more distrusting. One of the things that we initially identified was that we were going to have to be very diligent in all that we did, and we were going to have to do the kinds of things — fence-mending, if you will — to re-establish ourselves in the community and let

the people know that in spite of the distrust that existed, we were going to be a bit different from the operational standpoint, and be very open and above board with the community. This was a new approach as far as the Memphis Police Department was concerned, when you compare that to what had been the prevailing attitude during my 25 years of service. So like I said, it's the kind of thing that no doubt has been said by police administrators prior to me. But I think the thing that had the greatest impact was the fact that we set out immediately to show the citizens of this city that we meant everything that we had said.

LEN: What were among the events that contributed to a downturn in community relations in the first place?

IVY: It goes back to the very unfortunate Shannon Street incident in 1983, where an officer was taken hostage. As a result of that investigation, and because of the fact that all of the information contained in that investigation was not immediately made public for a lot of reasons, we had the local media up in arms because they could not get the full benefit of what that investigative file looked like. They wanted to make it public, but we knew that we had some suits pending, and there were some things in that file that we could ill afford to make public at that point. We had a number of

suits filed against us by the media, and of course we have an open-records law in Tennessee, so we were being tried in the courts on the one hand and then the media was taking us to task on the other hand. Even though people nowadays will admit to some degree that personalities had in fact come into play on both sides of the issue, the media were taking the entire Police Department to task as a result of that, with the public being blitzed by some very negative TV and newspaper reporting. This had a lot to do with shaping the impressions that were formed by the community.

Some time later after that incident we had a number of other instances where blacks were shot and killed as a result of police action. Regardless of the circumstances surrounding those incidents, we had to feel that because of the existing attitudes on the part of the media, all of the negatives that could be brought out were in fact brought out. We later had a situation where a person died in police custody while being transported by some of our officers after a fight. Of course, immediately the media indicated that there must have been some misdeed on the part of the officers making the arrest. All of that was disproved, but the negative publicity nevertheless served to inflame the community. Some time later, some of our officers received a call on a mentally ill person early one morning. They responded to

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"One of the key ingredients that had been missing all of those years was the fact that people plain and simple didn't have a real good feel for what the total police function was, and what they could reasonably expect from their police."

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the call from family members, as a matter of fact. When they arrived, he charged out of the door with a butcher knife, and he had in fact stabbed himself a number of times. The officers made an effort to get him to drop the weapon, but the end result of that was that he was fatally shot. Here again, that prevailing attitude on the part of the media served to further inflame that situation.

There was very little of a cooling-off, since these occurrences were perhaps three or four months apart. That last one was in September of '87. Then, in December of '87, we had something that turned the tide just a little bit for a very short period of time. There was an officer who was on patrol, and he pulled in behind a person in connection with a traffic violation. As a result of that stop, he had his weapon wrestled away from him, and he was shot and paralyzed for life from the waist down. The media were somewhat sympathetic in that particular instance, and it looked like the tide was going to turn as far as all of the negative reporting that we had gotten. And then on New Year's Eve we had some officers respond to a call that was initially put out as a possible armed robbery in progress. The officers arrived on the scene, they saw a figure with a pistol, asked him to drop the weapon, which he refused to do, and the individual turned and directed his weapon toward the officers. The officer fired, and the person was fatally struck. It turned out to be a 16-year-old kid with a pellet pistol. So with all of these things lumped together, you can just imagine what it must have been like. Everybody was having a field day at our expense.

LEN: Was it known at any point during this chain of events that your predecessor was planning to step down, or did they serve to drive him out of office?

IVY: Well, some mention had been made publicly that he was planning to retire toward the latter part of the year. He did in fact take his retirement some weeks after the mental patient was fatally injured. Quite honestly, I don't think these things were necessarily the main focus that the Mayor might have had in mind as to my appointment. There were five of us on board at that time as deputy chiefs, and we had one deputy director, and all of us were being looked on favorably. A lot of things were taken into consideration, and in the end I was the one chosen for the position.

Captain of the Titanic

LEN: Notwithstanding the excitement you must have felt at being named to the director's job after 25 years of climbing the ranks, there must have been some feeling of "What the hell am I letting myself in for?"

IVY: Well, almost immediately after the announcement was made by the media, there were those who immediately began to pounce on me, because of anger and heaven knows what else. It was like I was responsible for whatever had occurred. What I did in response to that, after hearing days and days of concerns expressed by those people, was just to totally ignore the shouting and ranting and raving, and I wrote a lengthy letter to the local newspaper, simply to say that I too was concerned with regard to some of the more recent incidents,

but while I had those kinds of concerns, I had other concerns as well. I went on to point out the number of robberies that we had recently experienced, the number of homicides, the number of burglaries and auto thefts, and said that while I was concerned about the one segment of the community I was hearing from, I had now taken on the responsibility of being obligated to every citizen of this city. If there were those who were in fact interested in sitting down and working with us, so that we could get the prevailing attitude and atmosphere in this city turned around, then I was asking people to put aside personal agendas to have a coming-together and a meeting of the minds so as to get everybody on one accord and then work from there. I stated a willingness to go anywhere in this city to meet with any group at any time, and discuss whatever their concerns were. I also indicated that, as opposed to whatever had been the operational pattern in the past, where it appeared that everything we did was done in secrecy, we would establish an openness as far as this department was concerned. I expressed my feeling that community problems can be resolved at the community level by dealing with community people, and that we would be moving in that direction. One of the key ingredients that had been missing all of those years was the fact that people plain and simple didn't have a real good feel for what the total police function was, and what they could reasonably expect from their police agency. I indicated that what we needed to do was get involved in an educational process so that people would become aware of what the agency had to offer, and I honestly didn't feel at that point in time that there was any place for a lot of wild rhetoric and emotionalism.

Strangely enough, the newspaper did print my letter in its entirety, and immediately we started to get response from people all across the city — male and female, every color that you can imagine. They said: "We're with you. We want to give you an opportunity to see what can come out of this. Our prayers are with you." Positive things began to happen at that point.

The age of enlightenment

LEN: This statement of yours, proclaiming a new era of cooperation and openness, must have come as a bit of a shock to the public and the news media, as well as to your own personnel...

IVY: Absolutely. The initial thought that I'm certain some of my staff had at that point was, "Oh my goodness, what's happening here?" Quite honestly, I didn't know what the reaction of people would be,

mental patient. We drew in excess of 1,500 people to the Convention Center on a rainy, dreary Saturday morning. That gave us the indication that we were on course, and all we needed to do from that point on was stay the course that we had chosen for ourselves. Since that time, it's just been a tremendous experience. I hear from some of our staff people, people with 30 years of service, and you wouldn't believe how enthusiastic and energetic these guys are after all of these years. They're just excited to death about coming to work every day.

LEN: Certainly it must be pleasant to have such solid support within the ranks for the radical change that has come to pass, but at the same time it seems surprising that such a climate of distrust would have been allowed to build to a critical mass over such a long period of time. Was there something about the department that allowed that negative climate to take root in the first place?

IVY: I think primarily it was this kind of an attitude on the part of the general public, and I'll be the first to admit that we had an attitude too. We were very clannish, and you just get that way, almost automatically. There had never really been serious inquiries about what the Police Department has to offer over and above arrests and that kind of thing. I had the good fortune of having done community relations work from the fall of 1968 until the spring of 1970, and this gave me a lot of insight in terms of feelings within the Memphis community. There had been mistrust, and unfortunately every time that was brought to the attention of past police administrators, it always ended up in a shouting match about something that had happened 5 or 10 years earlier. There was never a meeting of any real substance in terms of looking to the future. There was always a tendency to dwell on past incidents. There had been a number of people in the city who had made efforts to get some dialogue going, and for whatever reason all of those sort of fizzled out after a very short period of time. There always appeared to be a great deal of impatience, and people always allowed emotions to rise so that the atmosphere was not conducive to getting anything worthwhile accomplished. Once the emotional thing became the issue, everything else was just forgotten about. Those people who had in mind getting something done, they just got disgusted and disappointed and said, "This is not why I got involved in the first place." I guess that to some degree there was also a lot of lack of awareness on the part of police administrators as to how these matters should be dealt with. There was a lot lacking on both sides as to why we didn't get things resolved

"I don't have a natural candy-coating when I speak; I just say things straight up. And of course, I have a reputation for being a tough disciplinarian. I admit I'm guilty of that."

because you're talking about change, and we all know how people react to change. I can honestly say now that at no time did we have any rebellious kind of attitudes. All of our people were very receptive from the very outset. Rank-and-file people just sat back and waited for directional information and whatever, and we started to pull things together. We moved all about the city meeting with anyone at any time that wanted to meet with us. Quite frequently we plugged in officers who worked in these given areas, and made them a part of meetings so that they would be able to hear firsthand what some of the concerns were on the part of the community. This served to enlighten them as well as it enlightened us. As a result of meeting close-up with people from these various communities, they began to go out on their own and communicate with people, work with community groups on problems that they had or perceived themselves as having, and it just opened up a whole new world for us. We were welcomed into the business community. We were asked to speak to a number of the local service organizations. We were asked by every church group imaginable in this city to talk to them. The people have been very receptive to our offerings. We have encouraged people to call us and get involved with us, and we've had a tremendous amount of success with that.

Just to give you an idea of how things have turned around, as of Sept. 17 of last year, drugs being the number-one issue all across the country like it is, we were developing some programming based on concerns that were brought to our attention. We put together a one-day drug conference in the Convention Center. Mind you, this is one year after the fatal shooting of the

a lot earlier.

The non-issue of race

LEN: You can't overlook the fact that you're the first black man to be Police Director of Memphis — a deep South city by many people's standards. How much of a factor, if at all, is race in your appointment as Police Director and, following on that, in allowing you to get the job done in light of recent problems between Memphians and their police?

IVY: I think by and large people have accepted me for what I am, and for what I have to offer and can accomplish as head of this agency. For example, I'm one of the few top police officials in any agency who wears a uniform every day, and there's a reason for that. As an inspector in charge of a precinct, I wore a uniform every day. As a deputy chief in charge of uniformed operations, I wore a uniform every day. One of the questions that was asked of me by the public — the media included — as well as by some of the rank-and-file people was whether I would discontinue that practice. I said by no means. The reason is that people in the ranks, for example, perceive me as being more a part of them than they would if I wore civilian clothes every day. Everywhere I go in the business community, or the churches, or the social gatherings, I wear either a dress uniform or a work uniform, depending on the occasion. I make no bones about it.

I don't have a natural candy-coating when I speak; I just say things straight up. And of course, I have a reputation throughout the agency and throughout the

LEN interview: Memphis PD head James E. Ivy

city for being a tough disciplinarian. I'm guilty of that, I admit it. People say that I'm mean. I tell them, "No, I'm not mean. I just mean what I say and I say what I mean." If you call me and tell you've got a problem, I'll listen to your problem. If it's one that our agency should be doing something about, you'll get something done — and not a week or two later, either. So having that kind of reputation already out there, I think, served to put the entire community a little at ease. I think this was one of the things that bought me some time on the front end, when there were those in opposition to my appointment or my approaches or whatever. My reputation preceded me, and I received in excess of 200 letters from people telling me not to worry about all the criticism I might be getting. Just do your job, they said. So I set out to ignore all of the criticism that was out there, because I knew that by and large people were addressing things based on the past, and not what was occurring since I had been appointed.

I don't think race has entered into it. I don't think it would have made a difference what color I was. The fact that I had the reputation that I had, I started immediately to do some of the things that I said I would do. I made myself readily available to the public. I went into their communities, their churches, wherever they wanted to hold a meeting. We met with ministers and lay people all across the city, we met with business people throughout the city, and we gave them the benefit of what we were about and the kinds of things that we were going to be moving on. Of course, you can't miss the fact that I'm black. I tell people all the time that what you see is what you get. But I think people of all colors were willing to wait and see what would happen. Perhaps there were people who were prayerful for me who may not have been prayerful about very many things before. We had just reached a point in time in the history of this city where people of good will wanted to see some changes occur, and they were willing not only to be prayerful for us but also to work with us.

Long-term thinking

LEN: The department's stated goal of making citizens more knowledgeable about their police, and making police more knowledgeable about the community, sounds like something beyond the scope of a mere one-year report. Are you envisioning something more long-term in that respect?

IVY: One of the things that I did initially was to tell all persons in the department that we have an opportunity to be as innovative as we have a notion to be. We recognized over the years that we had a tremendous reservoir of talent that had not been tapped, so we just started to tap into that at every level. One of the goals that we set, for example, was to reduce crime by 10 percent over the next three years, by 1990. As of Dec. 31 of last year, we have achieved a reduction of about 4.23 percent. That indicates to us that we're on course, and all we need to do is to keep plugging the way that we are, and it's going to happen for us by taking advantage of every opportunity that's out there. We have encouraged citizens to report incidents and circumstances to us. If you see a suspicious person who appears to be out of place, or if you see a suspicious vehicle parked in a driveway and you know that the residents of that particular house are away at work, let us investigate those things. We have created a lot of work for ourselves, but we knew that on the front end. Since the first of last year, we've gotten to the point where we're responding to more than 50,000 calls per month, and we caused a great bit of that to happen because we encouraged people to get involved. We can't solve these problems alone; it wouldn't matter if we had five times the number of police officers. Any head of a police agency will tell you that despite all the technology that's available, his department is no better than the information it gets to work with.

We are looking long-range. Take the drug situation, for example. What we have done is beef up our street-level and mid-level operations. We picked at random an area where drug deals are made out in the open on the street. We went into the community and got the ministers together, got the local business people together, got the civic-minded people who live in that area together, and we sat down with them and gave them the benefit of what we had identified to be the problem. We told them that this is their community, and

we want to work with them and have them work with us. Consequently we pulled off something that no one in this city would have thought possible. The school right across the street from where the Shannon Street incident occurred in 1983 was used for the first meeting that we had after we took this to the community, and we drew in excess of 500 people for a very successful meeting. We pulled the community together to the extent that we then started a "Mainline" phone number whereby people can call in and give us information on drug dealing. We have a fund that we use to pay for that information, and community people help us look at the information and the results to decide how much to award to the person who gave us that information, whether it's \$100 or \$500 or whatever.

LEN: It sounds very much like a variation on the problem-oriented or community-oriented approach to policing, even if you're not labeling it as such. . .

IVY: Absolutely. The thing of it is that you're doing several things at one time. Most people are afraid to get themselves involved to any degree because of the possibility of retaliation or something else. What you have to sell people on is the understanding that it's a "pay me now, pay me later" kind of thing. If a guy bullies you around today, and you don't do anything about it, he'll do it again tomorrow. It's like with our initial approach in the Hyde Park neighborhood that I mentioned earlier. People were afraid to death, so the ministers told them: "If you are afraid to call and give the information to the police, you call my church and give me the information and I'll pass it along to the

variably you'll see some of our people, including civilians, attending local meetings on their time off, just to be a part of the community. It's something that really stirs your mind.

One thing that happened is that we had been part of a metro narcotics operation, with people from the Memphis Police Department and the Shelby County Sheriff's Department. When we sat down last year and started to assess ourselves and what we needed to do to be more efficient and effective, we pulled our people out of the metro operation. We realized that our responsibility was to the citizens of Memphis proper, and by pulling out we were able to double the number of people who were focusing on drugs in the city. Then, once we hit the streets with that new enforcement arm, our uniformed patrol people caught on fire over the idea, and they're still on fire. It encouraged them to do even more than they had been doing previously. Off the top of my head, I believe that less than 4,000 people were arrested in 1987 in the whole of Shelby County as a result of narcotics enforcement. Last year we had 5,075 people arrested in the city of Memphis alone — a good percentage of those people arrested by our uniformed patrol people. They saw that there was a new enthusiasm on the part of management to address that particular problem, and they got wholeheartedly involved and behind it, and came up with some real good results.

LEN: Back in 1982, a report from the U.S. Civil Rights Commission damned the Memphis Police Department on the issue of police misconduct, going so far as to say that the matter was "cause for public outrage." Given the more open posture that you and the members of the

"Since the first of last year, we're responding to more than 50,000 calls per month, and we caused a great bit of that to happen because we encouraged people to get involved."

police. Just so long as they get the information." People began to understand what we were saying when we stood up at a meeting of 500 or 600 people and said: "Most of you either own homes in this area or are in the process of buying homes. If you could afford to move, you'd have been gone by the time you identified the fact that a problem existed. In other words, you can't afford to go anyplace. You owe it to yourself, as well as to your family, to provide an atmosphere that's conducive to the rearing of children. It's a lot easier for us to run 10 or 15 dope dealers out of your community, rather than stand by and watch 10 or 15 dope dealers run 300 people out of their community."

They needed encouragement, they needed to be enlightened in terms of what they could accomplish — because they had doubts about themselves. Once they got involved and saw that they could be a part of making things happen in their community, then we plugged in the whole city government to address other concerns, and all kinds of good things started to happen. Everywhere we've gone across the city, the same has been true. Once that community caught on fire and saw that good things could come out of working together with the Police Department, then in the next community we went into, all we had to do was call a meeting and people automatically turned out for it. It's just shaking the community up and waking them up to the fact that good things can be accomplished if they work with us and we work with them.

In-house info

LEN: The 1989 report seems to be addressed largely to the citizens of Memphis. Was a similar document drafted for Memphis police officers, to let them know how they are involved in your vision of the future?

IVY: The book that you saw did not address that aspect of it, but they are in fact kept abreast. They were given a similar book up front, and we have a monthly newspaper that keeps them up on the most current activities. So we keep all of our people — rank-and-file, civilian, whatever — aware of everything we're currently doing, and we encourage them on a day-to-day basis to involve themselves to the extent they can in every facet of what we're doing. Everywhere I have gone across this city, in-

Police Department have adopted, has there now been anything of a turnaround in police misconduct?

IVY: I don't have the figures immediately available to me, but we've seen a tremendous reduction in internal affairs complaints from citizens over misconduct of one type or another. Here again, it's due in part to what they know the prevailing attitude of management to be, and what management is trying to establish in the way of a reputation for this agency. And again, I have this reputation preceding me as far as discipline and misconduct are concerned.

The 10-percent factor

LEN: Going back to your mention of a goal of reducing crime by 10 percent, why was that figure chosen, as opposed to, say, 15 percent or 20 percent?

IVY: We wanted to set a goal that was reasonable, something achievable. While the public is not all-knowing, if we had said 20 percent, we might run the risk of making ourselves look ridiculous by setting a goal that was too outlandish to be accepted by anybody. It's just something that we chose based on what our crime rate had been, going back to 1980, where you could see fluctuations from one year to another, up year and down the next. Quite honestly, with aggravated assaults or homicides there's not a lot you can do with these crimes of passion. They're very spontaneous. But when we look at the other crimes we know that we can have a very definite impact. Later this week we will be starting another new program aimed at that 10-percent goal, in an area that we have not had as much of an impact as we would like to, namely auto theft. We'll be holding a news conference and unveiling a program that involves the use of stickers that can be affixed in the lower left corner of the rear window of cars, at the owner's request. What these people are simply saying to us is: "If you see my car on the streets of Memphis after 10 o'clock on any night of the week, check it. The car shouldn't be out there." It should reduce the likelihood of youngsters stealing cars and joyriding at 3 o'clock in the morning, as has been the case in the past. That's just one of the things that we're looking at right now.

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Ivy: "We're involved, from top to bottom."

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As I said, there's not an awful lot we can do about homicides, but even with that we're now in the process of pulling together ministers from the community, psychologists, psychiatrists, sociologists. What we're going to do is give these people the facts as we know them to be concerning homicides, and then get the benefit of their thinking as to how this can be approached — and if in fact we have any hope whatsoever in terms of effecting a reduction. We have our planning people working right now on residential burglaries, which is of grave concern to a lot of our citizens, and how those can be addressed. Back in 1986 we started doing a lot of work regarding Neighborhood Watch programs, and we've almost tripled the number of existing programs. People in our uniformed patrol division can see the changes occurring. Now that we're getting the information out to people, the patrol people can see a great deal of interest on the part of the community. We started to train people on every shift throughout our system, so that if people in a given neighborhood wanted to have a meeting or get organized and our crime-prevention people weren't immediately available, we would have people in uniformed patrol who were perfectly prepared to go in and make the presentation and help get a Neighborhood Watch program going. With all of the programs that we start, we see to it first of all that our people in-house are totally familiar with the ins and outs of it, so if they're stopped on the street by anyone and asked about a given program, they can give you the benefit of what the details are. It has worked extremely well for us. When we say that we are involved, we mean from top to bottom.

LEN: Given the fact that certain crimes, by virtue of sheer numbers, tend to drive the overall crime rate, couldn't a 10-percent reduction in crime mask the fact that there are still serious problems in certain neighborhoods or with regard to specific offenses?

IVY: The likelihood is very good, but it's like we told the public up front regarding drugs earlier this year. We told them that we're not going to de-emphasize anything in terms of the drug fight itself; that's still a top priority. But we're not going to focus just on drugs, or just on robberies, or just on burglaries. We're going to show ourselves to be a multifaceted operation, and give all of the people as much attention as we can. For example, in the East Memphis area, the more affluent area, you're more likely to have a high number of auto thefts and some burglaries. Consequently, the East Precinct is going to be focusing on auto thefts. As the burglaries occur, they will be focusing on those, too. In the West Precinct area, you have a large number of businesses there, so you're going to have business burglaries and business robberies, and again you'll have a two-way focus. In the South End, burglaries and larcenies are your big number. By and large, you're able to say that your day shift is when you're going to experience a greater number of residential burglaries, so that shift's focus would be on residential burglaries. On the 4-to-12 shift, the likelihood is very good that you're having a few business robberies, so that becomes your focus on that shift. We've broken out into four shifts, with one that comes on at 7 in the morning, another that comes on in 2:30 in the afternoon, another that comes on at 6 P.M., and another that comes on at 11 P.M. It gives all of these people some primary concerns to focus on. So again, with the possible exception of homicides and aggravated assaults, we will probably be able to impact all of the others — maybe not to the degree that we would really like to, but there will be an impact.

The bubble under the rug

LEN: Have you seen anything to suggest that these efforts are actually displacing criminal activity to other parts of Shelby County?

IVY: As a matter of fact, we have. What we did there, some months ago, was to organize the Memphis Metropolitan Association of Chiefs of Police. It includes all of the police chiefs in Shelby County, the police chief in West Memphis, Ark., which is right across the bridge from us, and Horn Lake, Miss., which is just across the state line from us. We keep all of them abreast of what we're developing in the way of programs, and what our most recent crime patterns are. Some of these towns are

now beginning to get the spillover, so they are updating themselves and equipping themselves to deal with this as it begins to touch them.

There aren't very many things that we don't take advantage of. There was a bank holdup in Horn Lake, Miss., a few weeks ago, and the branch manager was taken hostage and later slain. We knew right away in Memphis that we had a lot of bank officials who were really disturbed about this, thinking that it could happen to them. So we wrote letters to the chairmen of all the local banks and informed them that we have a program we could offer. We told them that they need to be aware of how we respond to these calls, what the responsibility of the first car on the scene is, what follows after that, and how bank employees should act in the event one is taken hostage. Right away, these bank people said, "Give it to us," so we're now in the process of taking all of the bank managers and the employees that they identify and giving them a two-and-a-half-hour presentation on how we work these types of events, how the FBI plugs into this, and the whole thing. As a result they will have a much better understanding of it. Like I said, and like I always tell my people, we have the opportunity to be as innovative as we have the knowledge to be, and we're taking anything and everything that relates to crime and working it for all it's worth to see what we can do to prevent such occurrences, or, in the event something does occur, how we can make the apprehensions and make such things less attractive for a second person who's thinking about trying the same thing.

LEN: In a recent op-ed article in the Memphis Commercial Appeal, you noted that although there will be no reduction in local drug-enforcement efforts, the Memphis police would not be engaging in media hype regarding every last drug bust. This would seem to run counter to the unwritten axiom of drug enforcement that says, "Powder on the table is good publicity for police agencies." What's behind your thinking in this respect?

IVY: It used to be that when you made an arrest, you made an announcement, so the appearance became one of our being in competition with the Sheriff's Department, or vice versa. I just didn't see that as something that needed to be out there before the general public. As I said, I put the word out that we were going to be a

"By cutting down all the publicity about drug seizures, what we did was we stopped notifying [drug dealers] about our activities. We're a lot more effective."

multifaceted operation, and consequently when you call the media on a day-to-day basis to tell them about drugs, sooner or later you find that you're burning yourself out with them. They want to hear about something else. What we're doing nowadays is to call them and tell them about burglaries, or about auto thefts, or about robberies of every description. We have not gotten totally away from drugs, and on occasion where we make a real good size bust, we will bring it to their attention. Earlier this year we busted a convoy of trucks on the Interstate, and came up with 4,000 pounds of marijuana. At that point we did call a news conference to put it out before the general public, because that was newsworthy in our estimation. If we arrest a guy with half a gram of cocaine and \$5,000, it's not as newsworthy as making a bust where you recover a pound and a half of cocaine and 10 people are arrested and \$50,000 is confiscated. That gets people's attention. We've not gotten totally away from it, but we're just giving the public more variety in terms of what we are doing on a day-to-day basis.

We also realized that we needed to publicize it a lot less. The drug dealers keep an eye on what we say in the newspapers or on TV, and we began to realize that we were tipping our hands to them. If they see us focusing on a particular area, then they can just move their operations to another part of the city. So by cutting down all the publicity about drug seizures, what we did was we stopped notifying them about our activities. We're being a lot more effective. We're way ahead on arrests, confiscations and seizures compared to where we were before we stopped getting so much coverage about this.

The search for intelligent life

LEN: Your agency is currently under its authorized strength. In one recruiting brochure we saw from your department, it talks about paying "for your college while you receive the finest in police training and a paycheck, too." Are you generally satisfied with the educational level of the recruits you're getting these days?

IVY: We are one of the few agencies that require, as a prerequisite, two years of college. That's something that we're proud of. We've had some problems in recent years with recruiting, and usually when the problems surface, the first thing people say is, "Why don't you just drop your qualifications?" But we're very comfortable with those, and we don't have any notion to adjust them at any time in the foreseeable future.

I think two things were hurting us as far as recruitment was concerned. Number one was the image and reputation that we are trying to overcome, and the second thing was that we didn't have a continual recruitment program going. What usually hurts an agency more than anything else is attrition. In the late 50's, for example, you started to have larger academy classes, and so you reach a point in time, like right now, where all of a sudden you have 25 or 30 people who can retire any day they have a mind to. You look up one morning and all of a sudden you're 30 people down because these people decided to take their pensions. So what we have done is to set up a continual recruiting process. The brochure you probably saw says we have 300 jobs available. Well, right now we have 509 people in the process, and all things remaining as they are now, we will start a class of 100 in May.

And again, going into the communities as we have been is paying tremendous dividends for us. We started our recruitment drive, and we asked the ministers to publish information in their weekly bulletins, or to make an announcement on Sunday morning. Young people here coming into police work are no different from young people anywhere else — they still want that same kind of acceptance and support from family members, friends and the community they live in. There were those years when it just wasn't popular for a person to associate himself with a police agency, unless he was an unusual person in an unusual community. All of those things have begun to change, and over the last 14 months peo-

ple have begun to view us in a totally different light. We were almost always able to get whatever number of male white or female whites we wanted. We were able to get large numbers of female blacks. But the male blacks were apprehensive, and you really had to dig for them. When you look at the number of male blacks who are out of jobs, they have to be out there. So it's a case of figuring out what we need to do to get their attention and create interest on their part. It took a retooling of attitudes on the part of the community, where we're now more acceptable and the community is now more trusting than before — certainly more so than at any time during the course of my entire career. These kinds of things have brought candidates out of the woodwork.

LEN: Does being a black man who's serving as Police Director give you an extra card to play when it comes to recruitment, in terms of holding yourself up as a role model of sorts?

IVY: It does. You take what we call the PST program — the Police Service Technicians. These are civilians, kids that we can take right out of high school, and we can bring them in as noncommissioned personnel. They handle minor things for us, like automobile accidents and so forth. We pay them a salary, we send them to school, with the city picking up the tab for two years of college, and then once they get the two years of college they can go on to regular police recruit training. This has helped too. Almost everywhere I go in this city, someone says,

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A call for antidrug apathy

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even afford better law enforcement. And the sad crusaders who work under the shadow of this demoralizing knowledge dare not share it with us.

The exceptions to this many-colored wall of silence are illuminating. On April 10, 1974, an esteemed, high-ranking officer of the Los Angeles Police Department's Administrative Narcotics Division addressed an extraordinarily candid statement to an audience of California drug-enforcement agents. Later reprinted by the California Narcotics Information Network (CNIN), neither the speech nor the reprint was intended for public circulation. These excerpts suggest why:

"I think about a year ago... we polled everybody in Southern California as to an estimate of how much narcotics law enforcement confiscates off the streets, and I think at the maximum we said 5 percent. Your departments are like my department. We put out these fantastic press releases saying that last year we confiscated \$86 million worth of narcotics off the streets of Los Angeles. I'm just afraid some reporter some day is going to times that by 95 and tell us how much we missed....

"We're never going to clean this stuff up, not until the Mexican Government wants to clean it up. And until they make up their minds, we're just going to be picking up after them all the time....

"I'm convinced that a lot more big dope pushers are created by

us... We take a [small-scale dealer] into the motel room and say, 'Hey, buddy, you want to see a hundred thousand?' His eyes open wide and he hangs us up for two days because for the next two days he's going all over the country trying to round up enough dope to sell to you... We have created this monster. We've taken a little dope pusher, waved \$100,000 in front of him, let him stall us for three days... and then we bust him and we say in the newspapers, 'BIG DOPE PUSHER NABBED BY THE COPS.'"

In what is perhaps the most disturbing admission, the speaker cites the double-standard cops use when dealing with "their" pusher-informants:

"You've got to emphasize to an informant that as long as he works for you, he can no longer deal. Now you know that's a bunch of bull, and I know that's a bunch of bull, because he's going to deal. That's the way he makes his living. That's not important, though. The important thing is that you put your agency on record as telling this guy that he does not get immunity just because he happens to be an informant."

The informal franchising of cooperating drug dealers is by no means limited to California. On Dec. 9, 1974, The New York Times published a feature story entitled, "A Police Informer Here Boasts He Got Away with Two Hundred Crimes." Many of the victims of these crimes were horrified to learn — when the reporter told them — that the identity of

the offender was known to the police. The story is worth rereading, in part because the well researched details (considered "confidential") did not — as far as the reporter could learn — lead to any action on behalf of the victims. Why? A former assistant district attorney questioned by the reporter explained:

"This is a good case because it illustrates the dry rot that permeates the system. Judges and DA's don't care. They no longer see themselves as guardians of the public welfare. They are bureaucrats administering a system, and the important thing to them is disposing of cases.... At the police level, a good informant is given a license to continue his criminal activities. It's between the policeman and the informant. But if the informant does get arrested, he wants to negotiate.... The whole system depends on secrecy — on concealment from the public."

The operative principle is concealment. Therefore let the concealment end. Let information flow, and disillusionment thrive. Let public distrust rise like a tide, drowning the voices — and the vices — of those who, while calling us to a crusade against drug dealers, have so often been corrupted by them. Let a more chastened generation of public and professional leaders, including those who teach at universities, make the one acknowledgment that might begin to restore confidence. Let them admit, in the words of Alexander Herzen: "We are not the doctors; we are the disease."

Claims of racial brutality bring calls for review board in Minneapolis

Continued from Page 1

power to review police to the civil rights commission. During the 1970's, its power over the police was rescinded due to pressure from the department.

Carlson said, "I don't know why the civil rights commission can investigate every other single department other than the police department."

Carlson's proposal has been referred to the council's Government Operations and Public Health and Safety committees so they can consider all other options. The only member to vote against referrals was council member Van White.

White opposed the referral, he said, because he wanted to "send a message" to the council that blacks do not put much faith in the civil rights commission. "African-Americans feel that's not the bailiwick they can come to have some kind of recourse."

The commission also investigates civil rights abuses in the private sector.

Police officers don't like to be scrutinized "because they have a lot of power and feel most people don't understand its uses," said former chief Tony Bouza.

Citing as an example the lack

of prejudice within the department these days, Zentzis pointed out the high police attendance at the recent inter-racial wedding of two officers. Had the marriage occurred 30 years ago, he said, "It would have been frowned on."

Demographics Changing

But while police feel that incidents of racism are growing fewer each year, there has been concern over the recruitment of young, suburban whites into the department in addition to an influx of blacks from cities with histories of racial tension.

The young suburban white, said one officer, does not know how to deal with minorities. "I would rather work with a white policeman who grew up in the city and went to school with minorities," he said. "Most suburban kids don't know how to handle minorities."

Recalling one conversation with a 4-year-old black child from inner-city Minneapolis, the officer said that when he asked the question, "Do you know what police do?" the child answered, "Yeah, they beat up black people."

Car thief's videotape is sobering to El Paso cops

Continued from Page 1

Cars and Ford Grand Victorias since December," complained David Hahn, owner of the city's Budget-Rent-a-Car franchise. "We've even had anti-theft devices on them, and the thieves know how to get around them."

Hahn said one car was stolen in less than six minutes after it was parked.

"There's nothing right now that anyone can do — not us, not the Feds — to stop the problem," Drollinger said.

Roberto, who is currently in detention in El Paso, told Judicial Police that since he began as an apprentice two years ago he has stolen about 300 cars.

During a videotaped interview with Mexican police in January,

Roberto said that he takes all the cars he steals to Juarez, where they are either sold or stripped. He abandons them, he said, if a buyer will not meet his price.

A Lincoln Town Car, worth about \$24,000 in the U.S., will fetch about \$1,200 cash for the thief in Juarez. "I work day and night," said Roberto. "The most I ever stole in a day was four or five."

"It takes me five seconds to get into a Volkswagen," Roberto said. "Other vehicles maybe 15 or 20 seconds," Roberto said that when stealing a Volkswagen or a Ford, his specialties, he does not have to see what he is doing, but can do it by feel. That lets him keep an eye out for police.

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Expansion plan for NCIC is reined in by Edwards

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through customs.

Edwards said the bureau should "go slow" on expanding the NCIC. Experts, he said, found that the agency had still not addressed inaccuracy and reliability problems in the existing system.

In addition, the two groups charged that such a tracking system could give police inaccurate or subjective data. Such problems, they contend, could lead to security problems and the

creation of false leads for police.

Among other proposals the FBI will consider when Congress appropriates money for updating the NCIC will be a way of enabling the system to transmit and store images such as fingerprints and photographs.

Other possibilities include systems to provide investigators with information on criminals on probation or who have been paroled and to exchange information with law enforcement agencies in Canada.

Chief of Police. The City of Rutland, Vt., population 20,000, is seeking qualified applicants for the position of Chief of Police. The successful applicant will be responsible for the administration of a department with 53 employees (42 sworn officers), and an annual budget of approximately \$1.5 million.

Applicants must have the following qualifications: Graduation from an accredited college or university, and at least 10 years experience in law enforcement (an equivalent combination of training and experience may be substituted); administrative experience, and demonstrated leadership skills. Salary range is \$35,000 to \$40,000, plus excellent fringe benefits.

Do not send resume at this time. Request an application form and filing instructions by contacting: The Rutland City Police Commission, P.O. Box 6624, Rutland, VT 05701. Applications postmarked after April 30, 1989, will not be considered.

Assistant/Associate Professor. The College of Criminal Justice at Jacksonville State University in Jacksonville, Ala., is seeking an assistant/associate professor for a nine-month, tenure-track position available in the fall of 1989.

A Ph.D. in criminal justice or a related field is required. The successful applicant will teach undergraduate and graduate courses in general criminal justice and correction. Salary is competitive and based on experience. Excellent benefits are provided.

To apply, send resume, official transcripts and three letters of recommendation to: Personnel Services, Jacksonville State University, Jacksonville, AL 36265. Additional information can be obtained from Dean Tom Barker, (205) 231-5335. Applications close May 1, 1989. AA/EOE.

Chief of Police. Pompano Beach, Fla., a rapidly growing community of 75,000 permanent residents, is seeking a police chief to administer a department of 199 sworn officers and 107 civilian personnel, with an annual budget of \$14.3 million.

The applicant must be a proven leader and administrator. A degree in police administration or a related field, plus command experience with a major police agency, is desirable. Salary range for the position is \$44,839 to \$63,093, depending upon qualifications, and includes excellent fringe benefits.

To apply, send resume to: Janice Adams, Personnel Director, P.O. Drawer 1300, Pompano Beach, FL 33061. Applications must be received by the close of business on April 28, 1989.

Chief of Police. Gainesville, Ga., a community of 20,000 residents 50 miles northeast of Atlanta, is seeking a professional police administrator to head a department of 75 sworn and 10 civilian employees. The Chief reports directly to the City Manager.

Applicants must have at least 10 years experience as a practitioner in modern public and police administration, with command experience, skills in developing media and community relations programs, strong organizational and management qualities, and

demonstrated interpersonal and leadership skills. Successful candidate will be a team player who subscribes to participative management and creative, innovative approaches to law enforcement. A bachelor's degree in law enforcement or a related field is preferred. Graduation from the FBI National Academy, Northwestern Traffic Institute or similar executive-level training program is required. Any equivalent combination of education, training and experience is acceptable.

The salary range is \$45,000 to \$55,000, depending on experience and qualifications, plus comprehensive fringe benefits and retirement package. To apply, send resume by April 30, 1989, to: Al Crace, City Manager, P.O. Box 2496, Gainesville, GA 30503.

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CRIMINAL JUSTICE INSTRUCTOR

Central Wyoming College seeks applicants for the sole faculty position in Criminal Justice. A master's degree in Administration of Justice, Criminal Justice, Law Enforcement, or a related field is required. Teaching experience, preferably at the community college level, is required and non-teaching experience is desirable. The nine-month position begins August 28, 1989. The deadline for applications is April 19, 1989. Direct inquiries to Ms. Patty Quarles, Personnel Office, Central Wyoming College, 2660 Peck Avenue, Riverton, WY 82501. All CWC hiring is consistent with college policy and subject to available funding. CWC encourages applications from minorities and the handicapped. CWC is an Equal Opportunity/Affirmative Action Employer.

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LEN 288

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LEN interview: Memphis Police Director James E. Ivy

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"I saw you on TV," or "I read about you in the paper, and now I can go back and say I had an opportunity to shake your hand." It's the young and the old, the male and the female, white and black and Asian. So it is helping as far as recruitment is concerned. When they look at me and say, "Hey, it could happen to us," I tell them to look behind me, where they see that it's happening all the way down the line. We have a larger number of black lieutenants over the last few years, a larger number of black captains and inspectors than we've ever had, a deputy chief who's black, and all these things have helped enhance our recruiting efforts.

LEN: Is it more than just coincidence that the Memphis police insignia lists "knowledge" first among three hallmarks, along with courage and integrity?

IVY: I don't know what we might have had in mind when this came into existence in the middle to late 60's, and I honestly don't recall when we

"You can't very well take a guy who finished the seventh or eighth grade and has a G.E.D. and send him into some of the communities in this city, because they will embarrass you."

put the two-year college requirement in place. You could reduce standards very easily, but we have to understand that the general public has become more sophisticated, and consequently you've got to have people who are capable of communicating with them. You can't very well take a guy who finished the seventh or eighth grade and has a G.E.D. and send him into some of the communities in this city, because they will embarrass you. You've got to have people who can respond to people at all levels. We now have a large number of young people who have master's degrees and bachelor's degrees, and with these people coming in with their two years of college, one of the first things we encourage them to do is to go on and complete the work toward the degree. You're fast reaching a point where in almost any agency with a similar policy of two years of college, if you don't go on and get that degree, you're just not going to fit well into the agency.

LEN: Some police chiefs have found that by reducing standards on the one hand, they ultimately face serious problems of corruption, misconduct or abuse of authority on the other hand. . .

IVY: Absolutely. It's one of those pay me now, pay me later situations. It's something that you have to be mindful of.

Direct dialing

LEN: You've mentioned the openness of your department a number of times, and I couldn't help but notice that the phone number that appears on department letterhead is that of your office, and not the general switchboard number. That's a bit unusual, wouldn't you say?

IVY: I guess it is. Granted you may not be able to reach my number all the time — maybe you get a busy signal or something — but I try to encourage people that if they have a problem, if they got a runaround someplace else, and they have a need that must be addressed right now, then they should call my office. All of my staff people always have their numbers listed, so in the event there's a problem relating to Uniformed Patrol, they know how to get in touch with Chief Adair. If it has something to do with investigative services, they can get in touch with Chief Warner, and so forth. We just try to make ourselves available. Perhaps it is a bit unusual, but all of us feel very comfortable with it. Rarely if ever do we get a complaint that people tried to get something done but got the runaround instead. You never know when a person is going to be in touch with your agency for the very first time, and you don't want them to go away with a bad taste in their mouths because they got the runaround. Little things mean a lot to most people, and I've always taken the position that policing is an attitude-to-attitude situation. That person who calls you may have one of the smallest problems that you will be in touch with during your eight-hour day, but to them it's of tremendous importance. It might be the first experience they've ever had that caused them to call the police, and you just try to leave the best possible taste in that person's mouth. You always have to think that but for the grace of God, the roles could be reversed.

Upcoming Events

MAY

- 1-3. **The Reid Technique of Interviewing & Interrogation.** Presented by John E. Reid & Associates Inc. To be held in St. Louis. Fee: \$495.
- 1-3. **Street Survival '89.** Presented by Calibre Press. To be held in Tucson, Ariz. Fee: \$125 (all three days); \$95 (first two days only); \$65 (third day only).
- 1-3. **Court Security.** Presented by the Institute of Police Technology & Management. To be held in Jacksonville, Fla. Fee: \$325.
- 1-3. **The Reid Technique of Interviewing & Interrogation.** Presented by John E. Reid & Associates Inc. To be held in San Diego. Fee: \$495.
- 1-4. **Hostage Negotiations for Law Enforcement.** Presented by the International Association of Chiefs of Police. To be held in Washington, D.C. Fee: \$450 (IACP members); \$500 (non-members).
- 1-5. **Practical Hostage Negotiations.** Presented by the Institute of Police Technology & Management. Fee: \$375.
- 1-5. **Electronic Surveillance/Tracking.** Presented by the National Intelligence Academy. To be held in Fort Lauderdale, Fla. Fee: \$650.
- 1-5. **Narcotic Identification & Investigation.** Presented by the Institute of Police Technology & Management. Fee: \$375.
- 1-5. **Investigation of Microcomputer Crime & Fraud.** Presented by the Institute of Police Technology & Management. Fee: \$575.
- 1-12. **At-Scene Accident Investigation.** Presented by the Traffic Institute. To be held in Evanston, Ill. Fee: \$600.
- 1-12. **Police Executive Development Institute.** Presented by Pennsylvania State University. To be held in University Park, Pa.
- 2-3. **Managing Field Training Officer Program.** Presented by the Traffic Institute. Fee: \$275.
4. **Dispatching Police Calls for Service.** Presented by the Criminal Justice Training & Education Center. To be held in Toledo, Ohio. Fee: \$200.
- 4-5. **Date Security: Protecting Information from Disaster & Prying Eyes.** Presented by the National Criminal Justice Computer Laboratory & Training Center. To be held in Washington, D.C.
- 8-9. **Strategic Reaction Team Concepts.** Presented by Executech Internationale Corp. To be held in Sterling, Va.
- 8-10. **The Reid Technique of Interviewing &**

Interrogation. Presented by John E. Reid & Associates Inc. To be held in Cincinnati, Ohio. Fee: \$495.

8-10. **Developing Policies, Procedures & Rules.** Presented by the International Association of Chiefs of Police. To be held in Atlanta. Fee: \$350 (IACP members); \$400 (non-members).

8-10. **Sting: Confronting the Problem of Property Crime.** Presented by the Police Foundation in cooperation with the Bureau of Justice Assistance. To be held in San Francisco. No fee.

8-10. **Using Microcomputers in Narcotics Investigations.** Presented by the Narcotics Control Technical Assistance Program. To be held in Clearwater, Fla. No fee.

8-10. **Chemical Weapons Instructor's Course.** Presented by Aerko International. To be held in Fort Lauderdale, Fla. Fee: \$150.

8-11. **Planning & Managing Crime Prevention.** Presented by the National Crime Prevention Council in cooperation with the Bureau of Justice Assistance. To be held in Houston. No fee.

8-12. **Report Writing for Instructors.** Presented by Bruce T. Olson, Ph.D. To be held in Ventura, Calif. Fee: \$290.

8-12. **Composite Drawing for Law Enforcement.** Presented by the Institute of Police Technology & Management. Fee: \$425.

8-12. **Criminal Personality Profiling for Police Investigators.** Presented by the Traffic Institute. Fee: \$450.

8-12. **Tactical Techniques for Drug Enforcement.** Presented by the Institute of Police Technology & Management. Fee: \$475.

8-12. **Police Physical Fitness Trainers' Certification Course.** Presented by the International Association of Chiefs of Police. To be held in Dallas. Fee: \$475 (IACP members); \$525 (non-members).

8-12. **Introductory TEAM UP Database Management.** Presented by the Institute of Police Technology & Management. Fee: \$575.

8-12. **Supervision of Personnel.** Presented by the Center for Criminal Justice, Case Western Reserve University. To be held in Columbus, Ohio. Fee: \$250.

8-12. **Technical Surveillance I.** Presented by the National Intelligence Academy. Fee: \$650.

8-12. **Practical Homicide Investigation.** Presented by the Traffic Institute. Fee: \$450.

8-19. **Crime Prevention Technology & Programming.** Presented by the National

Crime Prevention Institute. To be held in Louisville, Ky. Fee: \$580.

8-19. **Traffic Accident Reconstruction.** Presented by the Institute of Police Technology & Management. Fee: \$595.

9-11. **Victimization: A Time for Hope Beyond Survival.** Presented by the Ohio Victims of Crime Program. To be held in Cincinnati. Fee: \$85.

10-12. **Law Enforcement Safer/Counter Sniper Development.** Presented by Executech Internationale Corp.

11-12. **Everything You Always Wanted to Know About Becoming a Police Chief.** Presented by the International Association of Chiefs of Police. To be held in Washington, D.C. Fee: \$200 (IACP members); \$250 (non-members).

14-15. **Providing Protective Services.** Presented by Richard W. Kobetz & Associates Ltd. To be held in Winchester, Va. Fee: \$350.

15-16. **High-Risk Warrant Service & Tactics.** Presented by the International Association of Chiefs of Police. To be held in Washington, D.C. Fee: \$245 (IACP members); \$295 (non-members).

15-18. **First Annual National Conference.** Presented by the Canadian Organization for Victim Assistance. To be held in Calgary, Alberta. Fee: \$175 (Canadian).

16-19. **Bloodstain Evidence Workshop.** Presented by the Institute of Police Technology & Management. To be held in Nashville, Tenn. Fee: \$375.

15-19. **Video I — Introductory Surveillance Operations.** Presented by the National Intelligence Academy. Fee: \$650.

15-19. **Crime Scene Techniques Involving Surface Skeletons & Buried Bodies.** Presented by the Institute of Police Technology & Management. To be held in Jacksonville, Fla. Fee: \$375.

15-19. **Police Supervisor In-Service Training Institute.** Presented by Pennsylvania State University. To be held in University Park, Pa. Fee: \$350.

15-19. **Police Planning & Research: Basic Level.** Presented by the Criminal Justice Institute, St. Petersburg Junior College. To be held in St. Petersburg, Fla. Fee: \$325.

15-26. **Technical Accident Investigation.** Presented by the Traffic Institute. Fee: \$600.

15-26. **Advanced Traffic Accident Investigation.** Presented by the Institute of Police Technology & Management. To be held in Media, Pa. Fee: \$525.

15-19. **First Line Supervision for Law En-**

forcement Personnel. Presented by the Criminal Justice Training & Education Center. To be held in Toledo, Ohio. Fee: \$1,000.

16-17. **The Kinesthetic Interview Technique I.** Presented by the Criminal Justice Center Police Academy, Sam Houston State University. To be held in Huntsville, Tex. Fee: \$175.

18-18. **The Reid Technique of Interviewing & Interrogation.** Presented by John E. Reid & Associates. To be held in Phoenix. Fee: \$495.

16-18. **Time Series Analysis.** Presented by the National Criminal Justice Computer Laboratory & Training Center.

16-18. **High Risk Warrant Service.** Presented by Executech Internationale Corp.

16-18. **The Reid Technique of Interviewing & Interrogation.** Presented by John E. Reid & Associates. To be held in Minneapolis. Fee: \$495.

17-19. **Critical Incident Management.** Presented by the International Association of Chiefs of Police. To be held in Virginia Beach, Va. Fee: \$350 (IACP members); \$400 (non-members).

18-19. **The Kinesthetic Interview Technique II.** Presented by the Criminal Justice Center Police Academy, Sam Houston State University. Fee: \$175.

19. **Legal Issues in Private Security.** Presented by the Center for Criminal Justice, Case Western Reserve University. To be held in Cleveland, Ohio. Fee: \$95.

19-21. **Victims' Rights: Opportunities for Action.** Presented by the National Victim Center. To be held in Minneapolis. Fee: \$25.

19-21. **Street Survival '89.** Presented by Calibre Press. To be held in Newport, R.I. Fee: \$125 (all three days); \$95 (first two days only); \$65 (third day only).

21-24. **National Juvenile Services Training Institute.** Presented by Eastern Kentucky University and the National Juvenile Detention Association. To be held in Richmond, Ky. Fee: \$75.

22-24. **Civil Liability of Police Administrators.** Presented by the Traffic Institute. Fee: \$400.

22-24. **Video for Criminal Investigations.** Presented by the Institute of Police Technology & Management. To be held in Nashville, Tenn. Fee: \$325.

22-26. **Advanced Narcotics Investigations: Conspiracy & RICO.** Presented by the Narcotics Control Technical Assistance Program. To be held in Trenton, N.J. No fee.

22-28. **Homicide Investigation: A Dynamic Approach.** Presented by the Institute of Police Technology & Management. To be held in Jacksonville, Fla. Fee: \$395.

22-26. **Advanced Special Weapons & Tactics.** Presented by the International Association of Chiefs of Police. To be held in Las Vegas. Fee: \$495 (IACP members); \$545 (non-members).

22-26. **Managing the Police Training Function.** Presented by the Institute of Police Technology & Management. To be held in Miami, Fla. Fee: \$375.

22-26. **Tactical Weapons.** Presented by Executech Internationale Corp.

22-26. **Narcotics Investigation.** Presented by the Traffic Institute. Fee: \$450.

22-28. **DWI Instructor.** Presented by the Institute of Police Technology & Management. To be held in Jacksonville, Fla. Fee: \$375.

22-26. **Enhanced Surveillance Techniques.** Presented by the International Association of Chiefs of Police. To be held in Reno, Nev. Fee: \$495 (IACP members); \$545 (non-members).

22-26. **Report Writing for Instructors.** Presented by Bruce T. Olson, Ph.D. To be held in Modesto, Calif. Fee: \$290.

22-26. **Advanced Traffic Accident Reconstruction with Microcomputers.** Presented by the Institute of Police Technology & Management. Fee: \$595.

23-24. **Emergency Vehicle Operation.** Presented by the Criminal Justice Training & Education Center. Fee: \$600.

23-25. **Organized Crime: Executive Issues.** Presented by the Broward Sheriff's Office, Organized Crime Centre. To be held in Fort

Lauderdale, Fla. Fee: \$300.

23-25. **Basic Radar Operation.** Presented by the Center for Criminal Justice, Case Western Reserve University. Fee: \$175.

24-25. **Executive/VIP Protection.** Presented by Richard W. Kobetz & Associates. To be held in Chicago. Fee: \$350.

24-26. **Clandestine Drug Lab Investigations, Seizures & Prosecutions.** Presented by the National Sheriffs' Association. To be held in Indianapolis.

24-25. **Using Database Management Software in Criminal Justice Agencies.** Presented by the National Criminal Justice Computer Laboratory & Training Center.

24-26. **Law Enforcement Human Resources Conference.** Presented by the International Association of Chiefs of Police. To be held in Miami, Fla. Fee: \$350 (IACP members); \$400 (non-members).

24-26. **Internal Affairs.** Presented by the Traffic Institute. Fee: \$400.

29-31. **Administration, Management & Supervision of the Field Training Officer Program.** Presented by the Institute of Police Technology & Management. Fee: \$295.

30-31. **Physical Security.** Presented by Richard W. Kobetz & Associates. To be held in Chicago. Fee: \$350.

29-June 2. **Vehicle Dynamics.** Presented by the Traffic Institute. Fee: \$400.

31-June 1. **Emergency Vehicle Operation.** Presented by the Criminal Justice Training & Education Center. Fee: \$600.

JUNE

1-2. **Corporate Aircraft Security.** Presented by Richard W. Kobetz & Associates. To be held in Chicago. Fee: \$350.

2. **Criminal/Traffic Code Update.** Presented by the Center for Criminal Justice, Case Western Reserve University. To be held in Cleveland, Ohio. Fee: \$75.

3-5. **Street Survival '89.** Presented by Calibre Press. To be held in Minneapolis. Fee: \$125 (all three days); \$95 (first two days only); \$65 (third day only).

5-7. **Corporate Loss Prevention.** Presented by the National Crime Prevention Institute. To be held in Louisville, Ky. Fee: \$265.

5-7. **Field Training Officer Seminar for Communications Officers.** Presented by the Institute of Police Technology & Management. To be held in Jacksonville, Fla. Fee: \$325.

5-8. **The Reid Technique of Interviewing & Interrogation.** Presented by John E. Reid & Associates. To be held in Chicago. Fee: \$550.

Drug therapies examined for coke, crack users

Continued from Page 5

the drug. Only 5 percent of those taking a placebo remained away from the drug.

Kleber said researchers aren't sure why anti-depressants aren't effective for crack users. "My feeling is that either the measurable effects of crack are overwhelming whatever desipramine does, or the lifestyle of the crack user is so chaotic and the availability of crack in the environment is so great" that users do not have a chance.

Despite the lack of success with crack users, anti-depressant therapy is spreading quickly through the drug rehabilitation community.

"We're desperate," said O'Brien. "There is no guarantee that this will work, but we desperately trying to find something to keep them from relapsing."

For further information:

Aerko International, 516 N.E. 34th St., Fort Lauderdale, FL 33334. (305) 565-8475.

Broward Sheriff's Office, Organized Crime Centre, P.O. Box 2505, Fort Lauderdale, FL 33303. (305) 492-1810.

Calibre Press, 686 Dundee Rd., Suite 1607, Northbrook, IL 60062. 1-800-323-0037.

Canadian Organization for Victim Assistance, c/o Calgary Police Service, Victim Assistance Unit, Attn: Sgt. Jack Whelpley, 316 7th Ave. S.E., Calgary, Alberta, Canada T2G 0J2. (403) 268-2083.

Center for Criminal Justice, Case Western Reserve University School of Law, 11075 East Blvd., Cleveland, OH 44106. (216) 368-3308.

Criminal Justice Center Police Academy, Sam Houston State University, Box 2296, Huntsville, TX 77341-2296. (409) 294-1669, 70.

Criminal Justice Institute, St. Petersburg Junior College, P.O. Box 13489, St. Petersburg, FL 33733. (813) 341-4380.

Criminal Justice Training & Education Center, 301 Collingwood Blvd., Toledo, OH 43602. (419) 244-4680.

Eastern Kentucky University, Department of Correctional Services, Training

Resource Center, 202 Perkins Building, Richmond, KY 40475-3127. (606) 622-6187.

Executech Internationale Corporation, P.O. Box 365, Sterling, VA 22170. (703) 478-3595.

Institute of Police Technology & Management, University of North Florida, 4567 St. Johns Bluff Rd. So., Jacksonville, FL 32216. (904) 646-2722.

International Association of Chiefs of Police, 1110 N. Glebe Rd., Suite 200, Arlington, VA 22201. (703) 243-6500.

Richard W. Kobetz & Associates Ltd., Arcadia Manor, Rte. 2, Box 3645, Berryville, VA 22611. (703) 955-1128.

Narcotics Control Technical Assistance Program, Institute for Law & Justice Inc., 1018 Duke St., Alexandria, VA 22314. 1-800-533-DRUG.

National Crime Prevention Council, Technical Assistance Center, 733 15th St. N.W., Suite 540, Washington, DC 20005. (202) 393-7141.

National Crime Prevention Institute, School of Justice Administration, University of Louisville, Louisville, KY 40292. (502) 588-6987.

National Criminal Justice Computer Laboratory & Training Center, Attn: Jim Zepp, (202) 638-4155.

National Intelligence Academy, 1300

N.W. 62nd St., Fort Lauderdale, FL 33309. (305) 776-6500.

National Sheriffs' Association, 1450 Duke St., Alexandria, VA 22314. (703) 836-7827.

National Victim Center, 307 W. 7th St., Suite 1001, Fort Worth, TX 76102. (817) 877-3355.

Ohio Victims of Crime Program, c/o Victimization Conference, Box 194, Ross, OH 45061. (513) 421-MADD or (513) 241-4484.

Bruce T. Olson, Ph.D., 1015 12th St., Suite 6, Modesto, CA 95354-0811. (209) 527-2287.

Pennsylvania State University, Attn: Kathy Karchner, Conference Coordinator, 410 Keller Conference Center, University Park, PA 16802. (814) 863-3551.

Police Conference Services, 7040 W. Palmetto Park Rd., Suite 2-234, Boca Raton, FL 33433. (305) 338-0408.

Police Foundation, 1001 22nd St. N.W., Suite 200, Washington, DC 20037. (202) 833-1460.

John E. Reid & Associates Inc., 250 South Wacker Dr., Suite 1100, Chicago, IL 60606. (312) 876-1600.

Traffic Institute, 555 Clark St., P.O. Box 1409, Evanston, IL 60204. 1-800-323-4011.

Law Enforcement News

Vol. XV, No. 288 A publication of John Jay College of Criminal Justice/CUNY March 15, 1989

John Jay College of Criminal Justice/CUNY
Law Enforcement News
899 Tenth Avenue
New York, NY 10019

'I say what I mean, and I mean what I say'

And when Memphis Police Director James E. Ivy says things are getting better all the time in his fair city, you'd better believe it. In just 14 months at the helm, he's helped shape a new consciousness within the community, and a whole new style and image for an agency whose officers' conduct was once termed "cause for public outrage." The success story begins on Page 9.



Also in this issue:

It's a thieves' carnival in El Paso, where automobiles are disappearing faster than police can keep up with	1
The FBI has changed its mind about including suspects and criminal associates in its NCIC files	1
They don't make police buildings like they used to, as cops in Denver and Philadelphia are fast learning	3
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